

Management with competencies among the heads of the national sports federations in Algeria in the light of strategic management standards and ways to develop them

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Received: 08-04-2023

Accepted: 17-03-2024

Published: 30-07-2024

Abstract: In light of the growth of multiple strategies, this study examines the reality of management with competencies among the heads of national sports federations. Algeria is one of the countries that developed appropriate strategies to attract, develop and improve competencies and use of them in the management process to reach the point of excellence. For this reason, the sports federations kept pace with these developments and included competencies as a basic axis in their management strategies, on which we focused in our study by finding out about the availability of (administrative, personal, technical, cognitive and cultural competencies) among the heads of sports federations in Algeria in the light of strategic management standards and ways to develop them, where we relied on the descriptive approach with the study community consisting of (administrators and managers) of sports federations. The sample was chosen in a deliberate way, and the questionnaire was distributed and it was designed in light of the objectives and questions of the research.

In light of the research sample and data collection tools used, as well as the results and statistical treatments, it has been concluded that the heads of the Algerian sports federations possess a high level of efficiency and are governed by a comprehensive system of competences, knowledge, and skills, which reflects positively on the framework of their pursuit of excellence.

Keywords: Management by competencies; Strategic management; Sports federations.

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I- Introduction:

The world is experiencing rapid progress in management thought. Societal developments have brought about an important development and are still making changes to the formation and patterns of sports management, as the heads of sports federations have to constantly face the challenges of human organization and human relations and their complexities. This is due to the new transformations posed by globalization and developments in all aspects of the sports field. It becomes an urgent necessity for the sports federations and their material and human resources in an environment witnessing many developments and innovations.

One of the most important strategies adopted by the sports federations in this regard is to preserve the human resource and work to rehabilitate it and develop its capabilities and intellectual skills in order to renew and change the styles and methods of work in order to raise its productive capabilities, superiority and success at all levels, by achieving its general goals that require effective management and comprehension of the reality of management with competencies and its future prospects. This stage also requires administrators and managers with qualities that are consistent with the conditions and requirements of the times, and are able to apply the best formulas of administrative relations, whether innate or acquired, which need to be developed through expertise, experience and useful training that qualifies them to facilitate the profession of heads of sports federations by minimizing time and cost, and then employ them effectively to help them make rational decisions that lead to achieving the goals with the highest possible degree of efficiency and in a manner that guarantees their success and continuity.

Therefore, the Algerian state has paid great attention since independence to rebuilding its institutions and organizing its structures on the grounds that it emerged from a devastating war. All in order to rebuild what was destroyed by the colonialists by the hands of its citizens, especially the youth, where any young man can become a prominent athlete in the future who may contribute to building national teams and representing his country in international, continental and Arab forums. The development of sport in general as a reservoir that finances and represents the elite, requires such studies that embody from the ground what is to search for what it should be, that is why we chose this topic in order to clarify or try to close the gap that exists between strategic management and administrative competencies of the heads of Algerian sports federations that can be embodied on the ground. Many studies have confirmed according to the difference of each era that the first focus is on the resources of the sports institution because it is the source in achieving competitiveness, and also the emergence of new studies confirming that competencies are the most effective way to create and support competitiveness. Since that time, interest in competencies of all kinds has increased as well as the process of developing and improving this effective element due to its great influence in the search for the development of administrative competencies. The development and improvement of the administrative and professional performance of the heads of the Algerian sports federations is one of the most important processes and programs for the development of administrative competencies, as the training and continuous formation increases the competencies and the capabilities of individuals and control their functional behavior effectively. The sports federations took this matter upon themselves with great care, and the development of methods of managing competencies has witnessed remarkable distinction in an effort to achieve the required strategic management. **And one of the most prominent matters to question in that regard is:**

- What is the reality of management with competencies among the heads of the national sports federations in Algeria in the light of strategic management standards and ways to develop them?

To clarify this, we propose the following questions:

- 1- What are the administrative competencies of the heads of national sports federations in terms of their adherence to the scientific foundations of strategic management?
- 2- What are the personal and technical competencies of the heads of the national sports federations in terms of their adherence to the scientific foundations of strategic management?
- 3- What are the cognitive and cultural competencies of the heads of national sports federations in terms of their adherence to the scientific foundations of strategic management?

1. Research objectives: In light of the growing multi-strategy of sports management, the research aims to:

- Identifying the administrative competencies of the heads of sports federations.
- Identifying the personal and technical competencies of the heads of sports federations.
- Identifying the cognitive and cultural competencies of the heads of sports federations.

2. Previous studies:

1. Awatif Muhammad Adam Suleiman 2006 study entitled: "An evaluation study of management in some governmental and private sports organizations in Sudan." The study aimed to identify the management of some governmental and private sports organizations, as the study sample amounted to one hundred and thirty-seven individuals, were deliberately chosen by the members of government sports institutions, and the descriptive approach (survey) was used, and the questionnaire and personal interview were used to collect data and analyze documents. The most important findings of the study were as follows:

- Availability of scientific foundations for management in sports bodies represented in planning, administrative policies, organization, coordination, and leadership to a relatively large extent.
- The lack of control and evaluation elements in the institutions under study.
- The existence of administrative deficiencies in both governmental and private sports bodies.

2. Ahmed Adam and Jubeir Ahmed Ali 2012 study entitled: "The reality of the administrative competencies of sports managers in government institutions in Sudan", and the study aimed to identify the administrative competencies of sports managers in governmental sports institutions in Sudan. The researchers relied on the descriptive survey approach, where the number of study members reached 150, and they used the questionnaire as a tool. The most important results came as follows:

- The sports manager is not keen on applying the principle of division of labor and the distribution of responsibilities between levels in the organizational structure of the institution. He has a strategic vision within the framework of his work, and he does not have a high degree of awareness of the growing importance of employing modern administrative techniques.

II– Theoretical framework:

1. Management: Management has been defined in very simple terms as the implementation of business through the efforts of other people, and this function is divided into at least two main types of responsibility, the first is planning and the second is control. It is also the defining of activity that is led, directed, and developed by individuals, planning, organizing, and controlling the operations and actions of the main elements in the project to achieve the project's specific goals in the best way and the lowest costs" (Mohamed Said Abdel-Fattah and Mohamed Farid Al-Sahn, 2003, p. 19). Management in its general sense is the appointment of the activity directed towards providing fruitful cooperation and effective coordination between the various human efforts, i.e. working towards achieving a specific goal with a high degree of efficiency (Abdul Aziz Saleh bin Habtoor, 2000, pp. 32-33) .It is planning, organizing, coordinating and directing the factors of production in a project, and this term is applied at the same time to the organizers in the hierarchy and the implementers of the management process itself, who perform these tasks and functions (Al-Issawi Abdel-Rahman, 1999, p. 25), as it is a process based on working with and between Individuals, groups, and other resources to achieve organizational goals (Paul hersey and Kenneth h.blankard, 1998, p. 05), which is the process of issuing orders and executing these orders by individuals,

Management with competencies among the heads of the national sports federations in Algeria in the light of strategic management standards and ways to develop them according to planning, implementation, direction, and control (Tabani Ali and Layady Abdul Hakim and Nouiri Boubaker, 2022, pp. 359-368).

2. Sports Management: Sports management can be defined as those processes or social functions practiced by officials, and this can lead us to say that management is that human work which takes place in the facility and is continuous, early and mutual between individuals and contains a number of activities that contribute to achieving goals. Management can also be defined as “directing all efforts within the sports body to achieve its goals” (Mofti Ibrahim Hammad, 1999, p. 18) and it is also a process of planning, leading and controlling the members of the sports institution, using all resources to achieve specific goals (Talha Hussam El Din and Adla Issa Matar, 1997, p. 08). Service means any person who works in the administration and serves others or performs a service through the administration, which is the process of executing work by others through planning, organizing, directing and controlling his performance effort. It is also the coordination of the elements of work and the sports product in the sports bodies, and directing it in an organized manner in order to achieve the goals of these bodies (Hassan Shaltut and Hassan Moawad, 1980, p. 152).

3. Sports Federations (Sports Organizations): It is derived from the source word (unit), the meeting of things or their mixing in an indivisible unity "the union of spirit and body" (Marwan Abdel Majeed Ibrahim., 2009, p. 160). Organizations are defined as: “social units, purposeful, consciously coordinating their activities, in which individuals interact within certain and relatively clear boundaries in order to achieve common goals. And no matter how different social organizations are in their sizes, activities, revenues, or life periods, they are only a tool used by individuals to achieve their actions. In order to obtain something they desire” (Moayad Said Salem, 2002, p. 08). Daft defined organizations as “social units directed towards achieving specific goals through the practice of regulated activities and within certain limits” (Ali Abdul Hadi Muslim, 2003, p. 20) As "MENARD.CL" defines the organization as "an economic unit for a transaction that has certain limits and proceeds in a continuous manner in order to achieve a goal or set of common goals among the members of the organization" (Yves Frédéric, 1996, p. 109). Organizations are viewed however from the marketing point of view as institutions aimed at satisfying needs and desires by providing valuable "goods or services" products for the purpose of completing the exchange process, according to the general theory of systems. The organization is an administrative system designed to work towards achieving a specific set of goals. For this purpose, it accepts interventions represented in the resources available to organizations, in the manner called organizational resources.

- Human resources (individuals working in it) and financial resources (capital required to carry out its activities) and material resources (machines, equipment, means, ...) and informational resources. The organization uses these resources in its various activities, which is known as the transformational process by imposing the provision of outputs represented in products offered to the market (goods and services) and employee satisfaction.

The organization is: “an integrated, purposeful and interactive system of interrelated relationships with each other, affecting and being affected by the environment in which it operates within the framework of its various economic, social, political and technological variables ... etc. (Khalil Mohammad Hassan Al-Shamaa and Khudair Kazem Mahmoud, 2000, p. 20). It is the body that consists of members elected from the federation’s general assembly, and the administrative body is considered the executive authority for the federation’s policies and goals (Marwan Abdel Majeed Ibrahim., 2009, p. 160). It is “a voluntary civil body that deals with the affairs of a specific sports game, and works to organize it, expand its base, and work to raise the technical level of the game

(Radwan Ali Ismail Muhammad, 2009, p. 09). Therefore, the sports federations represent an elected sports body run by a group of members, and watch over the good conduct for various sports activities, as well as the expansion of sports practice among members of society, or it is all the official bodies and institutions that run sports in Algeria (Ben Amiroush Suleiman, 2013, p. 10).

Where “the National Sports Federation participates in the implementation of a public service mission by contributing through its activities and programs in raising youth, promoting sportsmanship, protecting sports ethics, and strengthening social cohesion and solidarity” (Ben Amiroush Suleiman, 2013, p. 123).

4. Competence: "Guy le Botref" defined competencies as “the skill or knowledge of the right course of action” (Le botref Guy, 2001, p. 84). As for "Philippe Zarifian", he considered it: "The individual's initiative and assumed responsibility when faced with different professional situations and circumstances" (Zarifian philippe, 1999, p. 70). So it is a process through which a group of resources such as skills, knowledge, capabilities, preparations and personal specifications are coordinated and linked in order to carry out the work in the required or appropriate and correct manner, regardless of the prevailing professional and job circumstances or conditions, with the aim of achieving the goals of the governing institution. For the sake of our study, we defined competence as the knowledge of action, the ability, and the desire to act (Athra bin Sharif, 2016, p. 03).

5. Management by competencies: Annick Cohen and Annette Soulie, in their book Management by Competencies, emphasize that the competency approach consists of three levels that take a hierarchical form:

- The first level is the description of competencies: the two researchers called "competencies management," as it is the main or basic level that represents the first step or the application of the competency approach as a whole. At this level, the Human Resources Department describes the competencies necessary to perform the functions of the organization, which helps it to identify the competencies possessed by the workers and those that the organization needs to lead to the matching between the functional and professional needs of the organization in the end, with its resources represented by the human element. At this level, the interest is focused mainly on competencies directly related to the position or job, which are of two types: technical competencies directly related to the profession, and incidental competencies needed by the job such as relational, social and communication competencies, and adaptive competencies with various changes.
- The second level is management of competencies: this level helps to implement the first level. It aims to develop functional competencies in order to improve the performance of the work team. Thus, the executive managers become the directors of this approach, and the main actors in it (planners and implementers). It should be noted that these two levels are often discussed in the literature under one name, which is the management of competencies, given that they are among the steps that the human resources department follows in managing competencies.
- The third level is management with competencies: this level helps to lead the organization in a turbulent environment. It aims to develop the "collective" intelligence of the organization by

encouraging employees to foster professional behavior in favor of collective success. It also allows the increase and strengthening of human capital, as it is a tool for creating a competitive advantage that is unique in terms of strategic competence. An organization that includes efficiency in its strategy also highlights its orientation in its human resources policy, that is, it aims to develop the skills of all employees alike, and to avoid discrimination. (Annick Cohen and Soulier Annette, 2004, pp. 21-22).

6. Strategic management: Strategy is defined as the art of coordinating all forces in times of war, and the art of organizing armies and developing military plans in battle (Marwan Abdel Majeed Ibrahim., 2009, p. 21). They are “the general goals that the organization seeks to achieve in the long term (Hassan Ahmed El-Shafei and Abdel-Rahman Ahmed Sayyar, 2009, p. 10) and it is a comprehensive plan that defines how to achieve the mission and goals, as it is defined as “the plans and activities of the organization that are developed in a way that ensures the creation of a degree of The congruence between the organization’s mission and objectives, and between the message and the environment in which it operates effectively and with high efficiency” (Al-Nadhir Bou Salah, 2013, p. 62). So, through these definitions, the strategy is how sports organizations and bodies choose and plan for their goals and achieve them in reality by employing various means (Ben Amiroush Suleiman, 2013, p. 10).

6.1. Sports organizations strategy: The strategy and social values that organize society directly affect the strategy of the sports organization, which thus changes its management systems, as the scientific study of sports groups has proven the sterility of the old organizational structures of sports organizations that are active in a social environment that differs from the old one (Ibrahim Mohamed Abdel-Maqoud and Hassan Ahmed El-Shafei, 2003, pp. 32-35). Sports organizations represent the main body for the conduct of sports activities and work to develop them according to the capabilities available to them under a management that ensures the achievement of its goals. The sports organization, according to "Amin Anwar Al-Khouli", is "like the physical and institutional reality that undertakes sports" (Amin Anwar Al-Khouli, 1996, p. 329). The sports field combines governmental and non-governmental sports bodies. The work of sports bodies is the basis for achieving the goals. When the constitution indicated that the state takes care of the youth and teenagers, the state created an authority to implement this, which is the Ministry of Youth and Sports. When it found that its work is related to sports, cultural and artistic activities, it in turn established bodies that do this, such as federations, sports clubs and youth centers, all of these organizations were found and organized to implement the important goal of caring for children and youth (Issam Badawi, 2001, p. 151).

6.2. Strategic Management Operations: Strategic management goes through a set of stages that can be explained as follows:

- Strategy formulation stage: This stage contains a set of activities.
- The stage of implementing the strategy: The application process is one of the most difficult stages of strategic leasing because it requires preparing some factors (Abdul Aziz Saleh bin Habtoor, 2000, p. 81).
- The stage of reviewing and evaluating the strategy: This is the last step, and it requires taking into account that the strategy is set to confront, modify, and face the future, which is characterized by the presence of internal and external factors that are constantly changing (Ben Amiroush Suleiman, 2013, p. 47), as the strategic analysis of the environment is based on analyzing the components of the

internal and external environment of the organization, in order to reach the points of strength and weakness in its internal environment, discovering the opportunities that can be invested and the threats that impede the work of the organization in its external environment so this contributes to increasing the ability of senior management to define its goals and its strategic position (Khalid Mohammad bin Hamdan and Wael Mohammad Sobhi Idris, 2007, p. 71).

- Strategic objectives of sports organizations: The strategic objectives of any federation can be categorized according to their fields.

III- Systematic procedures:

1. Research methodology: Every research problem needs an appropriate approach that helps in investigating its facts, and the nature of the subject that we are dealing imposed on us the use of the descriptive approach, which highlights its importance as it is the scientific method that enables the researcher to explore, describe and analyze a single phenomenon or a group of phenomena in its real space and within its natural, non-artificial conditions, by collecting information and data that perform the function of defining the phenomenon.

2. The research community and its sample: The research community represents the social group on which we want to conduct the study, as it consists of about 440 individuals (administrators and managers) of 42 federations Algerian federations distributed between Olympic and non-Olympic federations. Hence, we chose a deliberate sample of 120 individuals (administrators and managers of various sports federations), while the federations included in the study amounted to 24 federations, and it is a total sample chosen in an intentional way.

3. Research tools: In order to reach a solution to the research problem at hand and verify the validity of its hypotheses, we must follow the most effective methods through study and examination.

- **Questionnaire:** The questionnaire was designed and its elements determined based on the opinions and directions of specialists in the field of sports, in line and consistent with the subject and problem of the research. The questionnaire is necessary in our study as it is used as a means in the process of collecting information in the statistical study of the research sample, as it included a set of dimensions related to the issues that researchers wish to obtain from the respondent, and for this research we used the following tools:

- **Statistics tool:** We relied on the percentage test and the Chi-square test to analyze the data.

- **Questionnaire form:** This form was designed through the reference survey of studies and references related to the subject of the research, where we were able to identify and limit three (03) main axes where they were proposed for the questionnaire in order to fit the phrases of the form. They are as follows:

* **The first axis:** the administrative competencies of the heads of national sports federations in terms of their adherence to the scientific foundations of strategic management.

* **The second axis:** the personal and technical competencies of the heads of the national sports federations in terms of their adherence to the scientific foundations of strategic management.

* **The third axis:** the cognitive and cultural competencies of the heads of the national sports federations in terms of their adherence to the scientific foundations of strategic management.

Where each axis contained 10 phrases.

- **Validity and reliability of the questionnaire:** the researchers relied to estimate the validity of the questionnaire under study on the validity of the content by examining the content of the phrases and axes of the questionnaire thoroughly by presenting it to a group of specialists. In order to estimate the stability, we used the half-partition method with the Spearman-Brown Formula, where the reliability coefficient was high in each of the administrative, personal, artistic, cognitive and cultural competencies, respectively, ranging between (0.87-0.92-0.89), and the reliability coefficient was high, respectively (0.93-0.96-0.94).

- **How to apply the questionnaire:** We distributed the research questionnaire to the original sample through a personal interview with some of the respondents, and this is to explain and interpret the aspects contained in the questionnaire so that the answers are highly objective.

IV - The results and their discussion :

1. Presentation, analysis and discussion of the results of the study on the first axis: the administrative competencies of the heads of national sports federations in terms of their adherence to the scientific foundations of strategic management.

Table No. (01) represents: the results of the study of the first axis.

Phrases: Through administrative practice and professional experience gained, you see that the President of the National Sports Federation:	High degree		Medium degree		Low degree		k^2	significance
	F	%	F	%	F	%	Calculated value	
P₀₁ = sets clear goals for the sports federation management	98	81.66	13	10.83	09	07.50	126.35	Significant
P₀₂ = Selects an appropriate plan for managing the sports federation	86	71.66	19	15.83	15	12.50	79.55	Significant
P₀₃ = It works to replace the sterile primitive methods with scientific methods in defining the parts of work, organizing it and how to implement it	92	76.66	19	15.83	09	07.50	102.65	Significant
P₀₄ = follows the scientific methods in selecting leaders, training and educating them to advance their level of production	87	72.50	24	20.00	09	07.50	85.65	Significant
P₀₅ = works to achieve full cooperation between the members of the Sports Federation and raise their morale through motivation	92	76.66	17	14.16	11	09.16	101.85	Significant

P₀₆ = Keen to apply the principle of division of work and distribution of responsibilities between levels in the organizational structure of the sports federation	97	80.83	13	10.83	10	08.33	121.95	Significant
P₀₇ = working on developing positive democratic leadership to develop the spirit of belonging among the group within the sports federation	90	75.00	25	20.83	05	04.16	98.75	Significant
P₀₈ = holds periodic meetings with his direct assistants to follow up on performance and manages them effectively	95	79.16	18	15.00	07	05.83	114.95	Significant
P₀₉ = Objective in judging matters and able to assume responsibility for work, visualize its relationships, and take corrective decisions for performance	84	70.00	26	21.66	10	08.33	75.80	Significant
P₁₀ = has abundant administrative and technical skills and is able to influence others	97	80.83	15	12.50	08	06.66	122.45	Significant

At the tabular value of k^2t 5.99, the significance level ($\alpha = 0.05$), and the degree of freedom ($dl = 02$).

1.1 Analyzing and discussing the results, the first axis:

After we collected the data by unpacking the results of the questionnaire in the statistical software package, and after subjecting them to the appropriate statistical methods, all the results were presented, as we did the statistical analysis of all the data through statistical table No. (01). Now we will interpret and discuss the results of the first axis that started from an idea centered around the administrative competencies of the heads of national sports federations in terms of their adherence to the scientific foundations of strategic management.

In order to know the compatibility of the results reached, it is clear to us through the results of this axis about the data in: Phrase No. (01) that 81.666% of the respondents believe that the heads of the national sports federations set clear goals for the management of the federation to a high degree, while we find a percentage of 10.833 % of the respondents see it in a medium degree, while the category that sees it in a low degree is estimated at 07.500%. This is due to the focus and interest of the heads of the national sports federations on the goals that must be achieved, while giving the employees an opportunity to ask questions and discuss the goals. The goal of designing any sports organization or institution is to provide an effective means to achieve the goal of the group, so the goals in sports institutions or organizations are very important, as the focus is on setting appropriate goals for sports federations in different locations, so that the goals and objectives of the athletics program are not the same as the goals and objectives of football game program. In order to work towards achieving the goals of the sports federations, everyone must know the goal or the total goals of the sports organization by setting a plan through which the goal is expected to be achieved and setting objectives for sound and correct guidance, directing future efforts and laying the foundation stone for evaluation. And it is possible to achieve these goals with the available capabilities, that is, the needs necessary to achieve the goal must be equal. If the needs are not equal to the capabilities, the goals must be modified so that they can be achieved with the available capabilities, or to choose goals that are easily accessible. As for phrase No. (02), we noticed that 71.666% of the respondents believe that the heads of national sports federations choose an appropriate plan to manage sports federations with a high degree, while we find that 15.833% of the

respondents see it in a medium degree, while the category that sees it in a low degree is estimated at 12.500%. The heads of the national sports federations rely on appropriate plans to manage the federations. They look forward to creativity and mastery in their work. They are comprehensively briefed on the various administrative issues. Therefore, they do not just rely on the knowledge they acquired during their studies and training in universities, institutes, etc., but they rather feed it with external readings and every new experience in the field of their work, in addition to their mastery of a set of skills, most notably: the ability to properly plan to achieve goals and develop performance, the ability to practice modern management methods, various patterns of positive interaction, and the ability to implement monthly, quarterly and annual plans with high efficiency and managing meetings held by the effective management, and determining the necessary sequential steps to carry out the new work before starting its operations. As for what was mentioned in the text of phrase No. (03), we noticed that 76.666% of the respondents believe that the heads of the national sports federations are working on replacing scientific methods in determining the parts of the work, its organization and how to implement it instead of the sterile primitive methods with a high degree, while we find that 15.833% of the respondents see it in a medium degree. as for the category that sees it in a low degree is estimated at 07.500%. The organization divides the work among its members working within its scope. By assigning a specific work to each one, and by defining the terms of reference, the heads of the sports federations focus on the employee's attention and effort on the role assigned to him. They establish standard and detailed procedures for how to do the work, which lifts the burden off the employees' shoulders in accurately defining the problem facing the sports federation as well as collecting, classifying and identifying data, and analyzing different alternatives to confront the problem and remedy it. The heads of sports federations contribute to setting up organizational structures, organizing work, and simplifying procedures through drawing up policies, distributing tasks and jobs, delegating powers, defining responsibilities, and preparing procedures (work methods) used in the federation by providing a descriptive guide that includes the stages through which operations, means, and administrative procedures pass. As for the phrase No. (04) We noticed that 72,500% of the respondents believe that the heads of the national sports federations follow the scientific methods in selecting the leaders and undertake them to train and educate them to advance their level of production to a high degree, while we find 20,000% of the respondents see it in a medium degree, where the category that sees it as a degree Low estimated at 07.500%. The heads of the sports federations are the ones who achieve the development of the working employees as well as those affiliated with the sports federations, by providing training means and information, and developing their skills, which enables the employees to make better decisions in line with the sports organization need for preserving the international rules and principles of the game, protecting the hobby, organizing professionalism, organizing public tournaments, and preparing the local teams to represent the country externally and awarding titles and prizes in competitions. As for the text of phrase No. (05), we noticed that 76.666% of the respondents believe that the heads of the national sports federations are working to achieve full cooperation between the members of the sports federation and raise their morale through motivation with a high degree. While we find that 14.166% of the respondents see it in a medium degree, whereas the category that sees it in a low degree is estimated at 09.166%. That is, we find that there is a kind of cooperation between each of the heads of sports federations, administrators, and managers in translating the functional organization into a practical reality. It cannot be said here that only the supreme administration of the federation is the one that exercises the process of sports organization. On the contrary, the sports organization is the responsibility of every administrator who exercises it in one way or another, regardless of the reality or level of that administrator or manager, and this requires cooperation, coordination and integration, horizontally and vertically, between all their positions. And their administrative levels to reach the common goal. Cooperation is the responsibility of every administrator in the sports federations. As for the text of phrase No. (06), we noticed that 80.833% of the respondents believe that the heads of the national sports federations are keen to implement the principle of division of labor and the distribution of responsibilities between levels in the organizational structure of the federations. Sports in a high degree, while we find that 10.833% of the respondents see it in a medium degree, while the category that sees it in a low degree is estimated at 08.333%. They define the general framework of the sports federations by defining the organizational structures and segments, that is by defining the administrative ladder and hierarchy, dividing the work, distributing the delegation of powers, defining communication frameworks between individuals, departments and units within the sports federations, and by defining the activities and skills assigned to the individual and the federations' departments and coordinating with each other. Where they contribute to defining the nature of the prevailing relations between departments and individuals in sports federations, with a focus on the most important benefits, and the positive aspects

that are provided by the fact that all units, methods and advisory devices contribute to eliminating duplication or misunderstanding about who does this? Where, how and when? And why? They are working to define and clarify the relationships between all workers in the sports federations and help in defining the authorities and responsibilities for each person. As for what was mentioned in the text of phrase No. (07), we noticed that 75,000% of the respondents believe that the heads of the national sports federations are working to develop positive democratic leadership to develop the spirit of belonging among the group within the sports federations in a high degree, while we find that 20.833% of the respondents see it in a medium degree, whereas the category that sees it in a low degree is estimated at 04.166%. Therefore, the primary goal of the heads of sports federations in order to develop democratic leadership and the spirit of the group lies in improving and developing the means and methods for the federations to carry out their work, in order to achieve the greatest benefit from the natural, human and financial resources available within the sports federations. And the social aspect of belonging means that the largest social entity that contains individuals where it offers them opportunities for safety and security, respects their rights and freedoms, and grants them responsibility gradually, in order to prove themselves, and to contribute to building their present and future. The development of the spirit of belonging among the group within the sports federations is a general social issue, rather than a private, personal one. It is a relationship between the group as a whole being, and its members as partial components, according to which individuals realize their dependence on the larger social entity, which provides them with a motive for giving and putting efforts for what they are accustomed to from the group of continuous material and moral benefit, which is considered belonging to one of the most basic needs without which it there can be no group or society. The desire to belong is what makes society possible. As for phrase No. (08), we noticed that 79.166% of the respondents believe that the heads of national sports federations hold periodic meetings with their direct assistants to follow up on performance and manage them effectively and to a high degree, while we find that 15,000% of the respondents see it in a medium degree, whereas the category that sees it in a low degree is estimated at 05.833%. The heads of the sports federations hold periodic meetings in managing the reports, which include setting a policy for the sports federations in preparing reports, organizing them, and achieving the greatest benefit from them. It also includes studying and analyzing the reports submitted on the progress of work in order to eliminate duplication of reports, and get rid of unnecessary ones, organizing the reports in the sports federations, and putting together lists of their names and contents to be a source of information about the federations, and this is by selecting the executive work team that assists them in performing their mission, as they also choose hardworking individuals who have new and feasible ideas for development, because the executive body is the backbone of work and the basis for its success to consider its goal is the benefits of the public and achieving a real breakthrough away from many elements that would limit the chances of success, and the good selection of the work team, which is an important step on the way to success, to represent the Algerian state in meetings and conferences and organize them after the approval of the Olympic Committee as the competent administrative body. As for phrase No. (09), we noticed that 70,000% of the respondents believe that the heads of the national sports federations are objective in judging matters and are able to take responsibility for work, visualize its relationships, and take corrective decisions for performance with a high degree, while we find a percentage of 21.666% of the respondents see it in a medium degree, while the category that sees it in a low degree is estimated at 08.333%. The heads of national sports federations transfer decisions to all departments of the federations, they distribute such decisions from top to bottom, from bottom to top, and in a horizontal form, as it provides employees with information (indicators) that guide them during work, to achieve interaction and interdependence between the actions of these individuals and organizing the relations between them, the focus of these relations is what is called "authority", i.e. the administrative authority in order, prohibition and decision. They carry out the process of building relationships between work parts, work sites, and individuals through an effective authority with the aim of achieving goals, interdependence, and performing work in an organized and effective, collective manner. As for Phrase No. (10). we noticed that 80.833% of the respondents believe that the heads of the national sports federations choose an appropriate plan to manage the sports federations to a high degree, while we find 12.500% of the respondents see it in a medium degree, while the category that sees this in a low degree is estimated at 06.666%. Therefore, the heads of national sports federations enjoy the skills of effective organization, which is considered one of the most important administrative functions because it is the general framework that includes preparing the administrative apparatus and distributing duties, tasks and powers to workers. Their

importance in the light of strategic management standards and ways to develop them also stems from the fact that they seek to unify the efforts and resources of sports federations to achieve their goals effectively and efficiently, by influencing the federations' members, organizing the process of hierarchy of authority, decision-making, methods of communication and relations between workers, and organized administrative units, preparing job classification, setting procedures and work steps, and simplifying procedures, staff training, and the study of regulations and instructions. It became then clear to us through the results of the expressions (p01, p02, p03, p04, p05, p06, p07, p08, p09, p10) that the calculated value of the squared test is greater than the tabular value ($k_{2t} < k_{2c}$), and from it we conclude that there are statistically significant differences at the significance level ($\alpha = 0.05$), and the degree of freedom ($dl = 02$).

2. Presentation, analysis and discussion of the results of the study on the second axis: the personal and technical competencies of the heads of the national sports federations in terms of their adherence to the scientific foundations of strategic management.

Table No. (02) represents: the results of the study on the second axis.

Phrases: Through administrative practice and professional experience gained, you see that the President of the National Sports Federation:	High degree		Medium degree		Low degree		k^2	significance
	F	%	F	%	F	%	Calculated value	
P₁₁ = Enjoys psychological and emotional balance	96	80.0	13	10.83	11	09.16	117.65	Significant
P₁₂ = Has a high level of good looks	99	82.5	09	07.50	12	10.00	130.65	Significant
P₁₃ = Has good behavior and represents a model of good example	85	70.83	26	21.6	09	07.5	79.55	Significant
P₁₄ = Has a high ability to innovate, renew, and accept ideas	92	76.66	15	12.50	13	10.83	97.65	Significant
P₁₅ = Avoids harsh methods and pays attention to his words	97	80.83	16	13.33	07	05.83	122.85	Significant
P₁₆ = Strong in argument and able to convince others	86	71.66	25	20.83	09	07.50	82.55	Significant
P₁₇ = Takes the right decisions regarding the problems he encounters	90	75.00	19	15.83	11	09.16	94.55	Significant
P₁₈ = Diagnoses the defect, identifies weaknesses, and works to find ways to treat them	99	82.50	13	10.83	08	06.66	130.85	Significant
P₁₉ = Familiar with other areas related to his work	90	75.00	17	14.16	13	10.83	93.95	Significant
P₂₀ = Has the ability to resolve disputes between members of the Sports Federation	94	78.33	15	12.50	11	09.16	109.55	Significant

At the tabular value of $k_{2t} 5.99$, the significance level ($\alpha = 0.05$), and the degree of freedom ($dl = 02$).

2.1 Analysis and discussion of the results of the second axis: After we collected the data by unpacking the results of the questionnaire in the statistical software package, and after subjecting them to appropriate statistical methods, all the results were presented, as we did the statistical analysis of all the data through statistical table No. (02), but now we will interpret and discuss the results of the second axis, which started from an idea centered around the personal and technical competencies of the heads of the national sports federations in terms of their adherence to the scientific foundations of strategic management. In order to know the compatibility of the results reached, it is clear to us through the results of this axis about the prudent data in: Statement No. (11) that 80,000% of the

respondents believe that the heads of the national sports federations enjoy a high degree of psychological and emotional balance, while we find a percentage of 10.833% Of the respondents see it in a medium degree, while the category that sees it in a low degree is estimated at 09.166%. The heads of the national sports federations have the ability to achieve psychological and emotional balance, and the ability to influence and reach agreement with the parties that associates with the sports administration to persuade them to contribute to the projects carried out by the sports federations. And in order to achieve balance within the projects, there must be a balance between the centralization and decentralization of administration and between the executive authorities and investment authorities, that is, whenever the line of authority that connects the top of the organization and all subordinates in the organization is established, decision-making is rational, communication is close, and organization is effective. As for phrase No. (12), we noticed that 82.500% of the respondents believe that the heads of national sports federations have a high degree of good-looking appearance, while we find that 07,500% of the respondents see it in a medium degree, whereas the category that sees it in a low degree is estimated at 10,000%. The heads of the national sports federations have a high level of good looks, as they are used to wearing clothes that suit the place they go to. It is not logical to wear casual clothes in order to go to work or important meetings, just as it is not appropriate to wear party clothes or very formal clothes when going to sports federations, as they pay attention to individuals within the federations in terms of having a good appearance and they must walk in a decent way, that is, they do not walk with a hunched back or bragging that indicates vanity, which will alienate people, as well as taking care of the body in general by exercising.

As for phrase No. (13), we noticed that 70.833% of the respondents believe that the heads of the national sports federations behave well and are models of good example in a high degree, while we find that 21.666% of the respondents see it in a medium degree, while the category that sees this in a low degree is estimated at 07.500%. Presidents of national sports federations improve their behaviour with individuals, and create awareness among employees, by expressing the importance of simplifying and improving the methods of doing work in "procedures", and encouraging them to improve their work methods, and to correct any errors or obstacles that arise while carrying out their work, and they have the ability to make a good example for the workers, in terms of righteousness, humility, calmness, love of work, renewed professional development, freedom of expression, mutual respect, forgiveness, forbearance, patience, strength of argument and bearing responsibility. As for what was stated in the text of phrase No. (14), we noticed that 76.666% of the respondents believe that the heads of the national sports federations have a high degree and a high ability to innovate, renew and accept ideas, while we find that 12.500% of the respondents see it in a medium degree. As for the category that sees this in a low degree, it is estimated at 10.833%. The heads of the national sports federations have a high ability to practice criticism and self-criticism and to accept constructive criticism, innovation and acceptance of ideas, as they provide sufficient time to think about any matter, expose it to criticism and consultation and listen to different visions and opinions about them, especially important matters, as well as the most important. Because impromptu or quick judgments are more wrong and more vulnerable to criticism, and even subject to overlapping judgments, so the decision comes out devoid of balance and fairness. They use two minds instead of one mind, which is a good way to reduce bias in opinion or limitation in thought. He who gathered people's minds into his is the best of all. The sound and strategic thinking of the heads of sports federations is not easy, but rather it is a very complex matter as it is very critical, because it requires decision makers a number of conditions that must always be done in order to be considered creative or strategic. With regard to phrase No. (15), we noticed that 80.833% of the respondents believe that the heads of the national sports federations avoid harsh methods and pay attention to their words in a high degree, while we find that 13.333% of the respondents see it in a medium degree, whereas the category that sees it in a low degree is estimated at 05.833%. Presidents of national sports federations avoid harsh methods, pay attention to their words, and have the ability to win, appreciate and respect everyone who deals with them including federation administrators, players and other supervisory bodies. They also avoid using obscene words for whatever reasons, and they stay away from hot feelings when planning, thinking, or making a decision. It is possible that the thinking of the heads of the federations changes when the feelings of administrators and managers change. Therefore, it is necessary for them to separate thoughts and feelings, in order for actions to be more logical, and this does not mean stripping the decision of feelings, rather we may find in many cases that the correct decision is the one that mixes thought

in the light of strategic management standards and ways to develop them and feelings, as they do not neglect the emotional and human aspects of managers and workers, but what is meant is that they have a decision based on sound logical thinking. As for phrase No. (16), we noticed that 71.666% of the respondents believe that the heads of the national sports federations have the strength of argument and are able to persuade others to a high degree, while we find that 20.833% of the respondents see it in a medium degree, whereas the category that sees this in a low degree is estimated at 07.500%. The presidents of national sports federations have the ability to self-confidence and the consequent good faith in others, which means that the more flexible the federation presidents are, the more able they are to achieve their goals and the less their flexibility, the greater the degree of their inability to face environmental changes, whether internal or external. And persuasion within sports federations is a method based on influencing individuals to push them to take action, while following tactical strategies and relying on studied methods to convince people. The ultimate goal of persuasion is not merely achieving the goal, but mainly gaining the admiration of individuals while presenting the solution for them. And with regard to phrase No. (17), we noticed that 75,000% of the respondents believe that the heads of national sports federations make successful decisions regarding the problems they face to a high degree, while we find that 15.833% of the respondents see it in a medium degree, whereas the category that sees it in a low degree is estimated at 09.166%. Therefore, decision-making is considered an important part of all science-based professions, as the heads of sports federations apply their knowledge in the federation to make rational decisions, for example, administrative decision-making often involves diagnosing and choosing the appropriate solution, but administrative research for decision-making shows that in cases of higher time pressures, higher stakes, or increased ambiguity, sports federation presidents may use intuitive decision-making rather than known methods, and may follow a decision commensurate with their expertise and arrive at a procedure without examining the alternatives. A large part of Decision-making process involves analyzing a limited set of alternatives described in terms of evaluation criteria, then the task may be to rank these alternatives in terms of their attractiveness to the decision-maker considering all the criteria simultaneously. Another task may be to find the best alternative or to determine the relative priority of each alternative. For example, "If the alternatives are projects competing for funds", then when considering all criteria simultaneously, and solving these problems, one must focus on multi-criteria decision analysis. This method of decision-making, although very outdated, has attracted the interest of many researchers and practitioners and is still a matter of great debate, as there are many methods that can produce very different results when they are applied to the exact same data, and this leads to the formulation of the decision-making paradox. As for phrase No. (18), we noticed the percentage 82.500% of the respondents believe that the heads of the national sports federations diagnose imbalances, identify weaknesses and work to find ways to treat them to a high degree, while we find that 10.833% of the respondents see them in a medium degree, whereas the category that sees this in a low degree is estimated at 06.666%. The heads of the sports federations understand and are sensitive to the problems of the federation and know and realize all its conditions and circumstances, so that they are more able to develop appropriate solutions to them, and they also have the ability to assess the conditions of those who work with them while taking into account the individual differences between them. They do not merely choose the worker who is ready to work as they do not distinguish between people on an administrative or financial basis in terms of salaries and job privileges, and they are more keen to defend their suggestions and ensure that they are implemented in favor of the Sports Federation. As for the text of phrase No. (19), we noticed a rate of 75,000% of respondents believe that the heads of the national sports federations are highly acquainted with other fields related to their work, while 14.166% of the respondents see it in a medium degree. As for the category that sees this in a low degree, it is estimated at 10.833%. The availability of the extensive experience gained by the heads of the national sports federations through working with many different sports organizations that are related to work, allows them to renew opinions and suggestions and raise awareness of the study and analysis where their goal is to address the problems and not to adapt to the prevailing conditions, and not to submit to conditions and requirements of The Federation and the desires of officials sometimes. And this is due to the workers' trust in them and their work on fear in disclosing to them the real problems in the Sports Federation, because they strive to achieving the highest gains in return for reaching the goal. As for phrase No. (20), we noticed a rate of 78.333% of the respondents believe that the heads of the national sports federations have the ability to resolve disputes between the members of the sports federations to a high degree, while we find that 12.500% of the respondents see it in a medium degree, whereas the category that sees this in a low degree is estimated at 09.166%. The heads of the national sports federations have the ability to sincerely belong to the profession, in addition to their belief in the importance and seriousness of the work they do in ensuring the resolution of disputes between the members of the sports federations, taking into account the obstacles that they will face during their

practice of work. They contribute to the development of individuals' skills through the situations that allow them to do their job with a high degree of efficiency and skill. So it became clear to us through the results of the phrases (p. 11, p. 12, p. 13, p. 14, p. 15, p. 16, p. 17, p. 18, p. 19, p. 20) that The calculated value for the square sufficiency test is greater than the tabular value ($k^2_t < k^2_c$), and from it we conclude that there are statistically significant differences at the significance level ($\alpha = 0.05$) and the degree of freedom ($dl = 02$).

3. Presentation, analysis and discussion of the results of the study on the third axis: the cognitive and cultural competencies of the heads of national sports federations in terms of their adherence to the scientific foundations of strategic management

Table No. (03) represents: the results of the study on the third axis.

Phrases: Through administrative practice and professional experience gained, you see that the President of the National Sports Federation:	High degree		Medium degree		Low degree		k^2	significance
	F	%	F	%	F	%	Calculated value	
P₂₁ = Well-informed in his field of work and fully acquainted with it	97	80.83	14	11.66	09	07.5	122.15	Significant
P₂₂ = Has a high degree of extensive experience in the field of sports and translates public policies into actions	93	77.50	20	16.66	07	05.83	107.45	Significant
P₂₃ = Keeps up with everything new in his field of work and keen on continuous development	98	81.66	17	14.16	05	04.16	127.95	Significant
P₂₄ = Communicates with others in various scientific, literary, social and political fields	91	75.83	19	15.83	10	08.33	98.55	Significant
P₂₅ = Highly aware of the increasing importance of employing modern administrative techniques	86	71.66	25	20.83	09	07.50	82.55	Significant
P₂₆ = Aware of the system on which the sports community is based and able to understand the motives and behavior of athletes.	93	77.50	16	13.33	11	09.16	105.65	Significant
P₂₇ = Has a strategic vision in the framework of his work	100	83.33	11	09.16	09	07.50	135.05	Significant
P₂₈ = Has a high ability to analyze the surrounding environment	96	80.00	13	10.83	11	09.16	117.65	Significant
P₂₉ = surrounds the issues of measurement and evaluation, especially with regard to modern evaluation strategies	99	82.50	14	11.66	07	05.83	131.15	Significant
P₃₀ = Able to communicate with the outside community through his understanding of the customs and traditions they practice	89	74.16	22	18.33	09	07.50	92.15	Significant

At the tabular value of k^2_t 5.99, the significance level ($\alpha = 0.05$), and the degree of freedom ($dl = 02$).

3.1. Analyzing and discussing the results, the third axis.

After we collected the data by unpacking the results of the questionnaire in the statistical software package, and after subjecting them to the appropriate statistical methods, all the results were presented, as we did the statistical analysis of all the data through statistical table No. (03). Now we will interpret and discuss the results of the third axis which started from an idea centered on the cognitive and cultural competencies of the heads of the national sports federations in terms of their adherence to the scientific foundations of strategic management. In order to know the compatibility of the results reached, it is clear to us through the results of this axis about the prudent data in: Phrase No. (21) that 80.833% of the respondents believes that the heads of the national sports federations have wide knowledge in their field of work and are fully aware of it to a high degree, while we find that 11.666% of the respondents see it in a medium degree, whereas the category that sees this in a low degree is estimated at 07.500%. Accordingly, it is possible to imagine the success of the heads of the national sports federations, as we see it, if its performance is characterized by a set of characteristics that can be summarized as follows: They know all the employees who work with them, their duties, responsibilities and powers. - Each of the individuals performs the work required of them with the highest level of productivity - Everyone works in their absence with the same efficiency as if they were present - The individual tries to solve any problem he encounters at work before turning to them - All employees with them take the initiative to submit proposals for the development of work without before the heads of the federations ask to. With regard to Phrase No. (22). We noticed that 77,500% of the respondents believe that the heads of the national sports federations have a high degree of extensive experience in the field of sports and translate public policies into procedures, while we find a rate of 16.666% of the respondents see them in a medium degree. As for the category that sees this in a low degree, it is estimated at 05.833%. This is what we see in the fact that the heads of national sports federations have a high degree of extensive experience in analyzing and translating public policy into practical and systematic measures to reach the most successful available solutions to problems and issues facing societies, governments and countries, through research that aims to choose alternatives that can achieve the highest degree of the goals envisioned in light of the circumstances and the difficulties between them is to set a general policy to spread the game and raise its level, manage the affairs of the game in all respects, and lay the foundations and principles for regulating sports training affairs. as for the phrase No. (23) We noticed that 81.666% of the respondents believe that the heads of the national sports federations keep up with everything new in their field of work and are keen on continuous development to a high degree, while we find that 14.166% of the respondents see it in a medium degree, while the category that sees it in a low degree is estimated at 04.166%. Therefore, we find that one of the methods of success and excellence in work is the ability of the heads of national sports federations to keep abreast of all that is new in time management and planning for work and their keenness on continuous development, as advance planning and time management skill are considered the cornerstone of the heads of sports federations, so the more respect for time is prioritized, the better their chance of success will be. Some workers do not realize the importance of time and its organization. That is why they had to hold special sessions to plan what comes next, study the coordinates and results of the previous stages, learn from mistakes and ensure that they are not repeated, and they also had to create a schedule and adhere to it as much as possible, in order to define future goals, determine the time of reaching them, and track the pitfalls that they may face in their work, and the possibility of realizing the suspension quickly. As for the text of phrase No. (24), we noticed that 75.833% of the respondents believe that the heads of the national sports federations communicate with others in various scientific, literary, social and political fields to a high degree, while we find that 15.833% of the respondents see it in a medium degree, whereas the category that sees it in a low degree is estimated at 08.333%. The effective communication of the presidents of national sports federations with others is more than just an exchange of information. Their understanding of the feelings and emotions behind this information through communication enables them to improve relationships at home or work and in social situations, as well as by deepening bonds with others and improving teamwork, decision-making, and problem-solving in various scientific, literary, social, political, and other fields, as it allows them to deliver negative or difficult messages without creating conflict or destroying trust. Effective communication combines a set of skills, including non-verbal communication, active listening, and the ability to manage stress, realize and understand their own feelings, and also understand the feelings of the individuals with whom they communicate. As for the text of phrase No. (25), we noticed that 71.666% of the respondents believe that the heads of national sports federations are highly aware or with a high degree of awareness of the growing importance of employing modern administrative technologies, while we find that 20.833% of the respondents see it in a medium degree, whereas the category that sees it in a low degree is estimated at 07.500%. Talking about the danger

of using modern technologies in management does not mean dispensing with them because this matter is considered impossible in view of their importance in developing the sports field, so the matter requires response and harmony with its requirements and this is by updating sports and administrative training methods in line with the challenges of globalization, so the heads of sports federations in this field see the necessity to pay attention to administrative creativity and rely on information networks instead of adopting a closed management system, with the need to provide an opportunity for administrators and managers so that they can use modern technologies in the field of work, speed of access to goals, and accuracy of field application of plans and programs, with the need to present non-traditional ideas in administrative management by relying on those who contribute to supporting the desired sports development to achieve many positive results. As for phrase No. (26), we noticed that 77,500% of the respondents believe that the heads of national sports federations are aware of the system on which the sports community is based and are able to understand the motivation and behavior of the athletes to a high degree, while 13.333% of the respondents see it as medium, whereas the category that sees it in a low degree is estimated at 09.166%. Hence, needs are considered the main driver of the motives that appear on the behavior of athletes and civil society, so the heads of national sports federations play an effective role in developing these motives to achieve the needs of the sports community in a positive way and by dealing appropriately with the personality of every administrator, athlete or a fan... Some of them need Kindness and wisdom in advice, and some need intensity, and some of them benefit indirectly from collective guidance. And according to the opinion of the heads of sports federations, the athletes' motives are divided into two parts: "internal motivation, which stems from the inside, and the player's desire to reach what he desires, such as playing in the World Cup tournament, for example." And an external motivation, which is a helpful source, such as the materialistic reward that is given to the player in the event of victory, for example. And the two types meet the increase and continuity in sports performance. The imbalance in satisfying any need may lead to aggressive behavior or negative behavior that is not often understood and may be reflected on his personality. Therefore, here we need the intervention of a psychologist who is able to help the player at this stage in order to overcome this obstacle. With regard to phrase No. (27), we noticed that 83.333% of the respondents believe that the heads of the national sports federations have a strategic vision within the framework of their work to a high degree, while we find 09.166% of the respondents see it in a medium degree, while the category that sees it in a low degree is estimated at 07.500%. Therefore, the heads of national sports federations have many strategic frameworks, from simple to very complex, but the main criterion lies in choosing the best of these frameworks for sports federations so that they can maintain focus on goals. There are three basic steps that the presidents of sports federations rely on to implement the framework of their own, and each step helps them focus more deeply, including: "The first step: choosing the right framework - the second step: applying the framework to the objectives - the third step: reviewing the plan based on the chosen framework". So the heads of sports federations have the ability to plan and possess the strategic vision in organizing and managing time and resources efficiently and to a high degree. With regard to the text of phrase No. (28), we noticed that 80,000% of the respondents believe that the heads of the national sports federations have a high ability to analyze the surrounding environment, while we find that 10.833% of the respondents see it in a medium degree, while the category that sees this in a low degree is estimated at 09.166%. The external review must first start by selecting the main variables affecting the environment of sports federations, and these variables can vary greatly from one federation to another, and from time to time for the federation itself, depending on the situation and circumstances, as the heads of national sports federations have the ability to analyze the surrounding environment, and extract challenges and opportunities with the social and political assessment of the situation, and they are the ones who depend on experience and personal assessment, and of course there are many inter-related matters and variables that need such kind of assessment, especially those that are difficult to measure and convert into quantitative values despite their extreme importance, such as political, social and legal conditions. However, no matter how much they try to use modern quantitative methods, there will still be a large area that is not insignificant for personal appreciation and judgment based on accumulated past experience, and a clear and in-depth vision of events, the strategic planners of the sports federations must use all possible quantitative methods, means and tools to help them reach an effective prediction of the various surrounding environmental conditions. As for phrase No. (29), we noticed that 82,500% of

the respondents believe that the heads of the national sports federations are aware of the issues of measurement and evaluation, especially with regard to modern evaluation strategies to a high degree, while we find that 11.666% of the respondents see it in a medium degree, whereas the category that see it with in low degree is estimated at 05.833%. Thus, defining any clear-cut strategy related to sport in the Algerian state, whose main goal is to create champions in pursuit of standing on the podiums, because making a champion requires effort, time, and of course money. This strategy is circulated to sports federations that set implementation plans on the ground to achieve the goals and visions of the general strategy, especially after we have suffered over the past years with the lack of a reference leading to achieve aspirations, but what we see now reflects this and the matter is due to the ability of the heads of national sports federations to apply the system of governance and accountability to all sports bodies because activating the control system contributes to overcoming the negatives and reducing risks, especially with regard to modern evaluation strategies, which provide the goals with criteria for evaluating organizational performance, that is setting quantitative formulas or measures towards achieving the goal, and within a time frame commensurate with the possibility of achieving the goal. And with regard to phrase No. (30), we noticed that 74.166% of the respondents believe that the heads of the national sports federations are able to communicate with the outside community through their understanding of the customs and traditions that they practice in a high degree, while we find that 18.333% of the respondents see it in a medium degree, whereas the category that sees this in a low degree is estimated at 07.500%. Therefore, the Department of Sports Organization provides a system for communications, as it transmits all kinds of information from orders, suggestions, and even rumors, by providing a network of official communications in addition to informal communications. The ability of heads of national sports federations to communicate with the outside community and put forward ideas and exchange them through their understanding of the customs and traditions that they practice, require them to be in harmony with others and share with them the details of their lives, work, dreams, and aspirations, and share their concerns, joys, and sorrows. This is what made the personality of the presidents of sports federations stronger and more receptive to others, especially when carrying out various activities that contribute to communicating and drawing closer to civil society in presenting projects and innovations that help the growth and prosperity of the Algerian society. So, it became clear to us through the results of the expressions (p. 21, p. 22, p. 23, p. 24, p. 25, p. 26, p. 27, p. 28, p. 29, p. 30) that the calculated value for the sufficient-squared test is greater than the tabular value ($k^2_t < k^2_c$), and from this we conclude that there are statistically significant differences at the level of significance ($\alpha = 0.05$), and the degree of freedom ($dl = 02$). And through the results and after statistical treatments for all axes (first, second and third), we reached the conclusion that the heads of the Algerian sports federations are characterized by efficiency and depend on a planned sports strategy to achieve their goals in the sports field, and this is consistent with the study of Ahmed Adam and Jabir Ahmed, as they have A high degree of awareness of the increasing importance of employing modern administrative techniques, and they rely on a system of competencies, knowledge and skills that are more effective, as it appeared that they are working to adopt some behaviors and administrative and organizational dimensions that are considered as features of judging their application of the management method by competencies, which was positively reflected in the framework of its pursuit of excellence and distinction In terms of the heads of sports federations following the scientific foundations of strategic management. The good strategy of the Algerian sports federations is the strategy that relies on an appropriate organizational culture in addition to a structure drawn up to extend the term of every new strategy. Certainly, the effective management of the sports federations results from the good fit between these three elements as follows:

- The existence of a simplified structure to the minimum and in a way that makes supervision in the Sports Federation based on direct supervision and an effective organizational culture.
- The existence of a strategy that emerges through the vision of the President of the Sports Federation, who requires a continuous process of humiliation in order to re-adjust it for the better.
- The existence of an organizational culture that is strongly influenced by the directions of the President of the Sports Federation.

The financial, human and technical resources available to the sports organization are among the most important factors influencing the organization because “we cannot ignore the practical practices in the organization, nor can we ignore the human element, but behavior and personality in addition to the experiences that distinguish individuals working in sports organizations and facilities, where all this affects the design of the organizational structure and its main features (Mustafa Mahmoud

Abu Bakr, 2005, p. 124). Success in the Algerian sports federations is based on strategic planning for administrative and informational communication through which it works to apply new knowledge of work methods that lead to excellence, which is not done by changing workers, but by cooperating with them and developing a work system that enables them to reach a level that allows continuous improvement of performance..

V- Conclusion:

We conclude from the foregoing that the sports federations that achieve growth are those institutions that are interested in ensuring compatibility and good consistency between their structure, basic strategy and equivalent culture. The importance of the heads of the Algerian sports federations lies in: Contributing to setting strategies at the level of the sports federation, at the level of the business unit, and at the level of jobs. They also help introduce the federation to the environment in which it operates, and to prove its legitimacy in the eyes of the government, consumers, and society to a large extent. They define the powers and responsibilities of individuals and departments, and define the roles and positions of individuals in the organizational structure of the organization, providing material resources or sports facilities (infrastructure), and providing the necessary financial resources to implement the strategic plan or established goals.

Climbing to the top and achieving success is easy, but maintaining it is difficult. The best way to stay at the top and maintain continuous success and excellence in all fields, both practical and social, is the continuation of the individual to use a strategic approach and formulate his basic operations and goals to achieve good and effective administrative performance according to the rule of strategic thinking. So Algeria is like other newly independent countries that have adopted a method that seeks modernization and reconstruction. And the fact that the national sports federations constitute one of the pillars of economic, social and cultural change, the Algerian state has sought to develop new curricula and working methods aimed at reforming the basic operations of managing sports federations through the development of practical programs and plans concerned with the process of administrative training that allows the heads of the federations to continuously improve their knowledge and scientific capabilities and skills. Competent management is not merely a slogan, but rather a method of administrative management whose adoption and implementation on the ground require the Algerian sports federations to prepare the appropriate ground, by preparing the employees and the work system for this new style of management, and working to improve and strengthen its strategic position, while working at the same time to perpetuating the survival of sports federations as an institution that has its own weight in Algerian society by paying attention to the competent and qualified human element. The more efficient this element is, the more efficient the sports federations will be and vice versa. And given the recent administrative development, the role played by the heads of the national sports federations in Algeria is no longer limited to routine administrative work. Rather, it went beyond that to include other management tasks such as assisting administrators and managers in comprehensive growth, working to develop the management approach with competencies, and improving the professional level of workers, in addition to familiarity with the functions of management in terms of planning, organizing, coordinating, directing, monitoring and evaluation. In the light of what we have been able to reach from our study, we propose the following recommendations:

- Ensuring the development of the administrative and professional competencies of administrators and managers by the heads of national sports federations.
- Relying on the concept of human competencies and focusing in particular on moral competencies represented in self-realization, personal qualities and motives in the selection and employment of individuals within the Algerian sports federations.
- Ensuring attention to the administrative experience of the heads of the national sports federations.
- The support of the heads of sports federations for the process of management with

- Stimulating competencies and setting up programs for forming and training to improve the development of knowledge.
- The need to be convinced of the importance of management with competencies as a strategic choice for the Algerian sports federations to reach their goals.

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