



Administrative training and its impact on improving administrative functions to raise the efficiency of employees in the Youth and Sports Directorate of MSila- Algeria-

Salem Layachi

Mohamed Boudiaf University of MSila - (Algeria)

layachi.salem@univ-msila.dz

Lamara Salim

Larbi Tebssi University, Tébessa (Algeria)

lamara.salim@univ-tebessa.dz

Abstract: This study aimed to identify the degree to which administrative training contributes to building and developing the competence of employees in the Youth and Sports Directorate, by improving their administrative inputs represented in administrative functions, as the higher the level of the administrative individual, the more purposeful his administrative outputs are for the institution and society. Our study concluded that it is necessary to pay attention to human capital, as it is the backbone of sports administration, and without it can not develop.

Keywords: administrative training, administrative functions, employees.

La formation administrative et son impact sur l'amélioration des fonctions administratives pour accroître l'efficacité des employés de la Direction de la Jeunesse et des Sports de MSila - Algérie-

Résumé : Cette étude visait à identifier dans quelle mesure la formation administrative contribue à construire et à développer les compétences des employés de la Direction de la Jeunesse et des Sports, en améliorant leurs apports administratifs représentés dans les fonctions administratives, car plus le niveau de l'individu administratif est élevé, plus son engagement est déterminé. Les résultats administratifs sont destinés à l'institution et à la société. Notre étude a conclu qu'il est nécessaire de prêter attention au capital humain, car il constitue l'épine dorsale de l'administration sportive et sans lui, il ne peut pas se développer.

Mots clés : formation administrative, fonctions administratives, employés.

Introduction and problem of the study:

Administrative training has become, at the present time, a life necessity for any organization or institution, to preserve its existence in the future, because it cannot achieve balance in the components of its movement - human resources, material resources... etc. - with the rapid developments around it, especially in the technological, administrative and cultural fields, unless they realize the importance of administrative

training and its basic function, and therefore organizations continuously seek to qualify the human element through training to maintain a high degree of efficiency and effectiveness.

Every organization has goals that it seeks to achieve, through qualified individuals who are able to perform their roles and tasks with the required efficiency, and obtain returns that meet some of their needs, so the relationship between them becomes one of exchange and integration. The interest of the organization requires retaining competent workers and keeping them in the organization that provides them with an appropriate climate by satisfying their various needs (Abawi, 2006, p. 206). Sports administration has become a clear profession, the practice of which requires information, skills, education and training, and opportunities have also appeared to practice this profession in many large sectors (marketing, media, economics, etc.), and full-time workers have appeared for the sports administration process. (Badawi, 2001, p. 4)

The efficiency of the organization is linked to the efficiency of the performance of individuals, as they are the directing elements for all other elements in the production process. Therefore, we find in Charles Garfield's book entitled "Second to None" and the slogan for it is: "How smart institutions put person first," in which it says: " The conscious organization or institution is the one that responds to the great changes in today's world and adapts to them, and is the one that has the following characteristics: shifting from interest in machines to interest in humans and putting them first, which requires the new institution or organization to be characterized by freedom, flexibility, and reliance on teams work, as a basis for solving problems, setting goals, and improving performance, by putting the human being first, and this is by training and educating him, thus the organization is transformed from a service or production institution into a teaching and learning university."

Based on what was previously presented, do administration training programs have an impact in improving some of the administrative functions of sports administration ?

1. The main question of the study:

Do administration training programs have an impact on improving some of the administrative functions of sports administration ?

1.1. Sub-questions:

- Does administrative training have a role in improving the organizational function, which contributes to raising the efficiency of employees in the Youth and Sports Directorate?
- Does administrative training have a role in improving the planning function, which contributes to raising the efficiency of employees in the Youth and Sports Directorate?

2. Objectives of the study:

- Knowing the effectiveness of administrative training programs in raising the efficiency of employees in the Youth and Sports Directorate.
- Identifying the contribution of the administrative organization of training programs to the effectiveness of raising the efficiency of employees in the Youth and Sports Directorate.
- Identifying the objectives of planning administrative training programs, and its contribution to raising the efficiency of employees in the Youth and Sports Directorate.

3. study hypotheses:

Administrative training programs have an impact in improving some of the administrative functions of sports administration.

4. General terminology of the study:

- Administrative training:

Terminologically: specialized programs prepared and designed in order to provide the organization's workers at all levels with new knowledge, skills, and behavioral patterns, to develop knowledge and skills" (Aqili 2005, p. 12).

- Procedurally: preparing the employee and keeping him at the required level of service, as it is a type of guidance issued by one human being and directed to another human being. It is an approach to achieving organizational goals, and it is also specific information, skills, or mental attitudes necessary to achieve the goals of the Youth and Sports Directorate.

Administrative functions:

- Planning: means setting goals and drawing up the necessary plans to achieve them, and this may require predicting the future and preparing to confront it (Hassan Moawadh, p. 25).

- **Organization:** This means gathering the activities necessary to achieve the goal into administrative units, establishing organizational relationships between them, and providing them with the material and human means necessary to achieve the goal (Maher, p. 16).

-**Sports administration:**

- **Technically:** It is a process of planning, leading, and controlling the efforts of the members of the sports organization, which employs and uses all resources to achieve the specified goals (Al-Alaq, 1999, p. 25).

- **Procedurally:** They are all state sports institutions and bodies charged with managing sports structures and activities.

Working individuals:

Definition of Ababna: Individuals with job titles (director, assistant manager, office head) (Ababneh, 2008, p. 88).

5. Previous studies related to the subject of the study:

5.1. *The Study of Ben Yahya Ibrahim, 2018:* entitled "Administrative efficiency among managers of sports facilities during competitions - a case study of the Office of the Multi-Sports Complex, Mustafa Chaker, Blida, Algeria".

The researcher started from the following hypothesis: The training (basic, specialized, high, and continuous) of managers of sports facilities has a role in providing conditions for competition.

The researcher used the descriptive approach on a sample of the permanent employees of the Mustafa Chaker Blida complex, he also used the questionnaire as a tool for collecting data, which was distributed to the sample of employees.

The most important results reached were that administrative efficiency has an important role in exploiting the available capabilities in providing appropriate conditions to achieve the various objectives of competitions according to their importance.

5.2. *The Study of Chalali Mohamed, 2019:* entitled "Training as an Introduction to Organizational Development in Sports Organizations - A Case Study of the Youth and Sports Foundation, Djelfa Municipality - Algeria".

The researcher started from the following question: Is there a correlation between improving training and sports organizations from the perspective of organizational development?

This study aimed to demonstrate the contribution of training as an input to organizational development in sports organizations. The study sample ranged from 80 individuals from the total number of employees in the Youth and Sports Directorate, and the researcher used the descriptive approach, in addition to the questionnaire as a tool for collecting data.

The most important suggestions were that employees should be trained to increase their knowledge and abilities, while providing motivation for the process.

5.3. The Study of Burnan Khalil: entitled: "The extent to which training programs respond to the training needs of employees in sports departments in Algeria during work."

The researcher assumed that training programs (during work) respond to the training needs of workers in sports departments in Algeria.

The researcher used the descriptive analytical method, and the sample of his study consisted of employees working in public administrations, which are the Ministry of Youth and Sports, some sports federations, the Youth Office in M'sila, and the Directorate of Youth and Sports.

The researcher recommends the necessity of involving employees in identifying training needs.

5.4. The Study of Zarwaq Naguib, 2022 : entitled "Training elements for developing administrative creativity skills among employees of the youth and sports directorates - M'sila, Laghouat, Biskra, Djelfa, and Algiers".

The researcher assumed that the training elements are important in developing the skill of administrative creativity among employees of the Youth and Sports Directorates, and used the descriptive analytical approach, as the sample of his study consisted of employees working in the Youth and Sports Directorate, who numbered 120 male and female employees.

The researcher recommends the necessity of identifying training elements, which are of high importance in developing administrative creativity among employees of youth and sports directorates.

5.5. Comment on previous and related studies:

The overall results of the studies that were employed confirmed the urgent need for training programs directed at employees in order to improve their administrative performance. The same thing is indicated by these studies, that the quality of these programs is based on identifying

their needs, by building them scientifically. Administrative training programs are implemented on the basis of improving the individual's knowledge, and this is what modern sports administration seeks. Therefore, this research came to clarify that training programs are built and implemented to advance human capital in order to keep pace with development.

6. Study methodology and field procedures:

6.1 Research Methodology:

The researcher used the descriptive approach, following the analytical method depending on the nature of the problem to be studied.

6.2. Research community:

The research community is represented by employees of the Directorate of Youth and Sports, M'Sila State.

6.3. Research sample:

The research sample consisted of a group of employees, whose number was (74) administrators, who were selected intentionally, following the survey method.

6.4. Study tool:

Based on the nature of the data to be collected, the approach followed in the study, and the available circumstances, the researcher found that the most appropriate tool to achieve the objectives of the study is the "questionnaire." In formulating the questionnaire form, we relied on developing closed alternatives, specifying the possible answers for each question, following this in developing answer alternatives according to the Likert method, according to the scientist "Wences Likert", by expressing the opinions of the respondents in determining the extent of agreement with the statements.

7. Scientific foundations of the questionnaire : Reliability and validity of the study tools:

7.1. Reliability of the questionnaire:

The reliability of this questionnaire was estimated by "Cronbach's alpha":

The reliability of this questionnaire was calculated using the internal consistency method, using Cronbach's alpha, which is based on

estimating the average correlation of statements between them, whether for a single axis or for the questionnaire as a whole. The Cronbach's alpha coefficient for the first axis was estimated at (0.83), and from it it can be said that this questionnaire as a whole is stable and reliable.

7.2. *Validity of the questionnaire:*

The validity of this questionnaire was estimated using the internal consistency validity method.

The correlations between the total score for each axis and the total score for the questionnaire as a whole were calculated or estimated using the Pearson correlation coefficient, all of which were statistically significant at the significance level ($\alpha = 0.01$), and were represented by the correlation of the total score for the first axis with the total score for the questionnaire as a whole.

8. Statistical methods for the study:

- By resorting to the systems (SPSS version 20 and EXCEL) to apply the following statistical methods:

- Extracting the reliability and validity coefficients of the scale used in this study.
- Ttest to verify the study hypothesis.

9. Presentation and discussion of the results of the study

9.1. *Presentation and discussion of the results of the first hypothesis of the study :* which states: "Administrative training has a role in improving the organizational function, which contributes to raising the efficiency of employees in the Youth and Sports Directorate." After statistical processing, the following result was reached:

Table No. (01) shows the role of administrative training in improving the function of administrative organization

Table No. (01) shows the degree of effectiveness of administrative training in improving the function of administrative organization								
The first axis	Sample Volume	Hypothetical Mean	Arithmetic Average	Standard Deviation	Degree Of Freedom	T	Significance Level	The Decision
	74	24	25.959	7.296	73	2.310	0.024	Signif 0.05

From the results shown in the above table No. (01), we note, based on the arithmetic mean of the study sample members on the first axis of the questionnaire as a whole (administrative organization of training programs), which reached (25.95), that it is slightly higher than the theoretical mean of the questionnaire, which is estimated at 24. Accordingly, The administrative organization of training programs has a fairly good effectiveness in raising the efficiency of individuals working in the Youth and Sports Directorate, and this was confirmed by the "T" value, which amounted to (2.31), which is a statistically significant value at the alpha significance level (0.05), which indicates that the arithmetic mean of the study sample members is higher than the hypothetical mean of the questionnaire, and thus the first sub-hypothesis of the research was accepted, which says: "Administrative training has a role in improving the organizational function, which contributes to raising the efficiency of individuals working in sports administration", and the degree of certainty for this result is 95%, with a probability of error of 5%.

Discussion of results:

Through all the results reached in the first axis on administrative organization, it becomes clear to us that the basis for the success of training programs is the comprehensive organization of them, to increase the building of the competent administrative individual, and this is what was previously explained by relying on the theoretical background, as systems theory came to show us Training programs must be based on organization.

However, the lack of organization in most training centers negatively affects the commitment to implementing the stages of the training process, which leads to a decrease in the performance of employees in their efficiency, as it is necessary to pay attention and care to administrative organization to create administrative effectiveness that contributes to raising the administrative efficiency of workers.

This is what the study (Najib Zarraq, 2022) reached, which was entitled: "Training elements for developing administrative creativity skills among employees of the youth and sports directorates - M'sila - Laghouat - Biskra - Djelfa - Algeria," which includes the organization element, as administrative organization is an important element. During the implementation of training programs, it increases the collective spirit of the trained individuals, that is, the higher the level of administrative

organization of the training programs, this leads to an increase in the effectiveness of those programs, which contributes to raising the efficiency of the individuals working in sports administration.

- **Presenting and discussing the results of the second hypothesis:** which states: "Administrative training has a role in improving the planning function, which contributes to raising the efficiency of employees in the Youth and Sports Directorate".

Table No. (02) shows the degree of effectiveness of administrative training in improving the function of administrative organization

The first axis	Sample Volume	Hypothetical Mean	Arithmetic Average	Standard Deviation	Degree Of Freedom	T	Significance Level	The Decision
	74	24	28.324	6.8195	73	6.004	0.000	Signif 0.01

From the results shown in the above table No. (02), we notice, based on the arithmetic mean of the study sample members on the third axis of the questionnaire as a whole (planning administrative training programs), which reached (28.32), that it is higher than the theoretical average of the third axis, which is estimated at 24. Construct Accordingly, planning administrative training programs has great effectiveness in raising the efficiency of individuals working in sports administration, and this is confirmed by the "T" value, which reached (6.00), which is a statistically significant value at the alpha significance level (0.01), which means that the arithmetic mean of the study sample members is higher than the hypothetical mean of the questionnaire, and therefore the second sub-hypothesis of the research was accepted, which says, "Administrative training has a role in improving the planning function, which contributes to raising the efficiency of employees in the Youth and Sports Directorate", and the percentage of confirmation of this result is 99. %, with a probability of error of 1%.

Discussion of results :

Through the results obtained in the third axis regarding planning training programs and its effective role in providing employees with administrative competence, we can confirm that effective planning for these programs will inevitably lead to their success. This is what was discussed in the theoretical background by highlighting the importance of planning in designing training programs, as advance planning helps diagnose the administrative needs of sports administration managers, which was confirmed by the study (Sabah Saleh Al-Badri): "The importance of planning makes it necessary to move beyond the traditional methodology, to find new ways to design training programs" (Al-Badri, 1993, p. 11).

The study (Nasri Chams Eddine, 2010), which focused on "the training strategy in a public institution of an administrative nature," whose results concluded that "an effective strategy for training is sufficient to develop the level of the individual and the organization through the necessity of keeping pace with the training policy and developments taking place in society".

Conclusion :

The first hypothesis: Administrative training has a role in improving the organizational function, which contributes to raising the efficiency of employees in the Youth and Sports Directorate.

Through our analysis of the questionnaire, it became clear that the more the training programs were committed to organization, the easier it was to work with the implemented programs, according to the levels and quality that are based on human resources that have high administrative efficiency, and this is due to good organization.

We also concluded that the organization facilitates the implementation of training programs according to the capabilities and training needs, by taking into account the readiness of the halls and sending designs for the training programs. Hence the importance of organization, as programs that are not based on good organization are doomed to certain failure.

- The organization creates an appropriate atmosphere for training employees in the Youth and Sports Directorate.
- The organization creates the appropriate atmosphere to train employees in the Youth and Sports Directorate, develop their talents, and provide them with the well-known methods they need, in a way that motivates

them and increases their sincerity and loyalty, and thus increases their efficiency in performing their duties.

- Administrative organization helps divide training workshops into sections or groups in a way that is easy to manage.

The second hypothesis: Administrative training has a role in improving planning, which contributes to raising the efficiency of employees in the Youth and Sports Directorate.

From the results of Table No. (02), we conclude that strategic planning contributes to addressing the administrative problems of employees.

- Strategic planning contributes to formulating future policies in designing training programs, according to the field of specialization.

- Strategic planning helps in setting goals accurately and clearly, because these goals are considered a measure of the success of training programs.

- Strategic planning defines the stages and steps of designing and preparing training programs, as well as the methods and procedures for implementing them effectively.

- Strategic planning reduces errors and achieves psychological security for employees in sports administration.

List of references:

AbwiZaid Mounir (2006): Administrative Organization, Its Principles and Fundamentals, House Osama, Amman, Jordan.

Ahmed Maher, Jalal and others: Management, principles and skills, University House - 1st edition - Alexandria, Egypt.

AissamBadoui (2001): Encyclopedia of Organization and Management in Physical Education and Sports, 1st edition, Dar Al-Fikr Al-Arabi, Cairo, Egypt.

Al-Allaq (1999): Foundations of Modern Management: Theories and Concepts, Al-Yazouri Scientific House, Amman.

Aqili, Omar Wasfi (1996): Manpower Management, Zahran Publishing and Distribution, Amman, Jordan.

Ben Yahya Ibrahim: Administrative competence among managers of sports facilities during competitions, Arab Journal for Security Studies and Training, Journal of the Science and Technology Laboratory of Physical and Physical Activities, Issue 16, June 2018, University of Algiers.

Bournan Khalil: The extent to which on-the-job training programs respond to the training needs of workers in sports departments in Algeria, Journal of the Sports System, Algeria.

Hassan Chaltout and Hassan Moawadh: Organization and Management in Physical Education, Modern Book House, Cairo, Egypt.

Nasser Chams Eddine (2010): A strategy for training in a public institution of an administrative nature, unpublished master's thesis, Faculty of Economic Sciences and Management, Mentouri University of Constantine, Algeria

Nasser Dadi Adoun (1998): The Economy of the Corporation, House Muhammadiyah, Algeria.

Shalali Mohamed: Training as an introduction to organizational development in sports organizations, Administrative Creativity, Volume No. 10, Issue 02, 2019, Algeria.

Zarwaq Naguib: Training elements for developing administrative creativity skills among employees of youth and sports directorates, Journal of Administrative Creativity, Volume No. 13, Issue No. 01, 2022, Algeria.