

ISSN: 2392-5442 ESSN : 2602-540X		<i>Sport system journal</i>
V/09 N/01 Year/2022		<i>International scientific journal published by: Ziane Achour –Djelfa- Algeria</i>
P 62 - 79		<i>Received: 25/10/2021 A ccepted: 11/12/2021</i>

## Job satisfaction of managers of sports organizations and its relationship to administrative communication "Studying amateur football clubs as a model"

Delhoum imed <sup>1\*</sup>, Akkouche kamel <sup>2</sup>

<sup>1</sup> University Hassiba Ben bouali-Chlef (Algeria), Laboratory of Creativity and motor performance, i.delhoum@univ-chlef.dz

<sup>2</sup> University Hassiba Ben bouali-Chlef (Algeria), k.akkouche@univ-chlef.dz

### Abstract:

This study aimed to know the correlation between the level of job satisfaction of the managers of sports organizations and the types of administrative communication by addressing the internal communication as a model in the amateur football clubs, exemplified in the first regional division of Souk ahras, Annaba's league. In this study, the sample was chosen intentionally representing 13.33% of the studied statistical community and our research tool was a questionnaire. The most important results reached are: The management of football clubs should pay more attention to internal communication and its written and oral methods, and pay more attention to technological methods, it was found that its use does not reach the required and effective level, The direct communication is the preferred method between football club management and managers to achieve job satisfaction, because it allows to avoid all forms of interpretation in conveying information and helps reading the true meanings of communicative messages as they are.

**Keywords:** administrative communication; internal communication; job satisfaction; sports clubs.

*\*Corresponding author*

## **1. INTRODUCTION AND PROBLEM OF THE STUDY**

Administrative communication is an essential means for making the right management decisions, and it is a necessity for most organizations to achieve solidarity and cooperation of departments in the organization, where lies the state of continuous interaction with the internal or external environment in the recurring challenges such as competition and change in customers' lifestyles , trends, and technological changes . Therefore, the successful organizations including those of a mathematical nature, seek to bring about changes in their administrative processes to adapt to the environment, and because change and development occur permanently, there is a need for the emergence of new types and methods of communication and development to increase efficiency, effectiveness and achieve organizational development, success and employees' job satisfaction.

The types, methods and forms of administrative communication are one of the important elements to achieve job satisfaction in sports organizations, especially the management of football clubs, where internal communication is the backbone of any sports organization, regardless of its specialization, through which information, ideas, plans instructions and opinions provided across its parts and the parties working in it, as well as any perception in the communication system that would delay or disrupt the process of working in the sports organization and achieving job satisfaction levels for its members. (**Hegazy, 1982, p. 25**)

Sport as a social phenomenon contributes in influencing the society and its members by directing their behavior and strengthening their communication relations, and renounce violence within sports groups and clubs, which can be considered as one of the most important models for studying the communication process, as the constant friction between the president, managers and coaches in sports clubs, including football clubs which leads to the existence of an approach or a way to transfer ideas or meanings in the minds of each of them to the other party identified as 'communication'. This is a two-way process to exchange information between the administrative staff and the art and managing staff, to achieve the desired goals of the sport organization of the first party and achieving a level of job satisfaction through motivation encouragement at work for the second party (**Gharbi et al., 2007, p. 63**).

The subject of job satisfaction has also received great and increasing attention by researchers in the field of management, psychology and other sciences, as it is old and renewed in the field of human resources and organizational behavior, which resulted in the emergence of many studies and research related to the concept of job satisfaction for the individual and the reasons leading to it as the success of the sports organization in general, and sports clubs in particular depends mainly on the effectiveness of the individuals working in it, and these individuals are affected by the level of their satisfaction with work or job. As such, it is very natural that the performance of the individual who feels job satisfaction from his work differs from the individual who does not feel it and does not feel that the organization in which he works cares about him and his requirements, and this confirms the importance of job satisfaction in the life of sports organizations.

Accordingly, our study focused on clarifying the level of job satisfaction among the managers of sports organizations and its relationship with the types of administrative communication by addressing the internal communication in the amateur football clubs as a model, raising one important question : "**What is the role of internal communication as one of the types of administrative communication in achieving job satisfaction for amateur football club managers ?**"

### **1.1 Sub-questions:**

- Do the internal communication methods used by football clubs have a role in achieving job satisfaction for their managers ?
- Does internal communication affect the level of job satisfaction for football team managers by a large percentage ?

### **1.2 Study hypotheses:**

**1.2.1 The general hypothesis:** "Internal communication has a role in achieving job satisfaction among the managers of amateur football clubs".

#### **1.2.2 Partial Hypotheses:**

- The internal communication methods used by amateur football clubs have a role in achieving job satisfaction for their managers.
- Internal communication has a high impact on achieving job satisfaction among the managers of amateur football clubs.

### **1.3 Objectives of the study:**

- ❖ Identify the role of internal communication as a type of administrative communication in sports organizations and its relationship to job satisfaction.

## *Job satisfaction of managers of sports organizations and its relationship to administrative communication "Studying amateur football clubs as a model"*

❖ Recognize the role played by the internal communication methods in amateur football clubs and its relationship to the level of job satisfaction among its managers.

❖ Diagnose the field obstacles facing the internal communication during the management of the amateur football clubs to reach the levels of achieving job satisfaction for their managers.

### **1.4 the importance of studying:**

❖ Recognize the importance of internal communication and its peculiarities in sports organizations, especially amateur football clubs.

❖ The positive relationship of administrative communication and the level of job satisfaction for the managers of the amateur football clubs.

❖ The importance of internal communication methods in creating job satisfaction among the managers of the amateur football clubs.

## **2. KEY WORDS IN THE STUDY:**

### **2.1 Communication:**

**A- Language:** the word "communication" has many meanings in English, including: correspondence, receipt, contact, conductor, connection, notification, informing, creating, telling, mixing etc. (**Mansour, 2000 , p10**)

If we look closely at the other definition of the word **communication**, we would say that it is a means of communication and contact. At the same time, it is considered an important means in the process of communication, transmitting messages and information, and linking individuals and societies to each other.

And in the Arabic language, the word "communication" is derived from "link" the thing from the gate of promise and "connection" as well, and "all the way to". (**Luc Michel, 2004, p12**)

**B- Idiomatically:** The National Society for the Study of Communication defines it as: a common exchange of facts, ideas, opinions or feelings, which requires presentation and reception that leads to mutual understanding between all parties regardless of the existence of an implicit harmony.

(**Dadi Adon, 2004, p13**).

**C- Procedural:** It is the process of transferring and exchanging information and sending meanings and ideas between two or more people with the aim of communicating new information to others or influencing their behavior, whether they are individuals or groups inside and outside the organization, or changing this behavior and directing it towards achieving a set of humanitarian and social or organizational goals. (**Delio, 2002, p08**).

**2.1.1 Administrative Communication:** It is the process by which information is transferred between a sender and a recipient, whether it is transmitted orally or in writing, and communication is the exchange of information between individuals at

all administrative levels for the purpose of achieving interaction in its broad meaning and thus achieving group dynamics. **(Bouhniya, 2004, p18)**

**2.1.2 Internal Communication:** It is a fluid verbal and written communication that takes place within the organization at the individual and collective level and contributes to developing work methods and strengthening social relations between employees. **(Abou Arqoub, 1993, p21)**

## **2.2 Job Satisfaction:**

### **A- Language:**

➤ **Satisfaction:** From the verb is satisfied with the thing " chose it and content with it and it is the opposite of/ discontentment ", the word can be written in the form of "satisfaction" because it is the source of the verb satisfied, which includes contentment.

➤ **Job:** From job, plural jobs and employment, what is announced of work, food, livelihood, and so on, and it was used in the sense of position and service, as for the job, it is a profession and a craft **(Shawish, 2004, p36)**

### **B- idiomatically:**

Job satisfaction is defined as the individual's feeling of happiness and satisfaction while performing his work. This is achieved by compatibility between what the individual expects from his work and the amount of what he actually gets in this work. **(Al-Mashaan 1993, p11).**

### **C- procedurally:**

The personal feeling that football club managers express about their position on work or one of its aspects, either accepting or rejecting them, in application of the administrative communication methods applied between club heads and managers, and its correlational results between what they offer and what they actually get from their work.

**2.3 The Sports Club:** It is a body formed by a group of individuals legally through the conclusion of an agreement for the purpose of incorporation, and the founding members conclude this agreement freely, among the desired goals of forming young people in an integrated manner in all aspects (physical, psychological, educational ...etc.) by spreading the principles of physical and social education and spreading the national spirit among the youth members and

*Job satisfaction of managers of sports organizations and its relationship to administrative communication "Studying amateur football clubs as a model"*

by providing appropriate conditions for the development of their talents in all sports disciplines.

### **3. PREVIOUS STUDIES:**

❖ **The first study:** entitled " The role of administrative communication in achieving job satisfaction among workers in the Directorate of Youth and Sports - a field study in the Directorate of Youth and Sports of the Wilaya of Batna", Master dissertation, specialty: Management and Organization in Sports, Institute of Science and Techniques of Physical and Sports Activities, Department of Sports Administration and Management, University of M'sila, 2015/2016, prepared by the student / **Belaid Walid**.

This study aimed to identify communication and its role in achieving job satisfaction for workers, diagnose the actual reality of communication and its relationship to satisfaction, try to understand and explain the phenomenon of group communication in the Directorate of Youth and Sports, the need to make communication methods between workers easy and flexible. The study sample consisted of (55) administrators from the Directorate of Youth and Sports of the Wilaya of Batna, in order to achieve more accurate and objective results. The descriptive approach used in the study fits with the nature of the studied problem.

The questionnaire was a tool for collecting information, and the results of the study were summarized in: the participation of workers in decision-making achieves job satisfaction, which leads to raising their morale and thus increasing the level of performance. Its survival and continuity, the majority of workers expressed the manner and treatment in which the supervisor deals with workers, which was approved by the majority of workers.

❖ **The second study:** entitled " The Impact of Administrative Communications in Achieving the Effectiveness of Administrative Decisions Jordan ", Master of Business Administration, College of Business, Department of Business Administration, Middle East University, 2010, prepared by the student: **Mohamad Abdallah Al-Anzi**.

This study aimed to identify the role of administrative communication in achieving effective administrative decisions in the Jordanian Ministry of Justice, and to know the level of effectiveness of administrative communication used and its impact on determining the characteristics of the information resulting from it in achieving the effectiveness of administrative decisions. The study community consisted of all administrative workers in the Ministry of Justice in a country Kuwait, numbering (163) male and female employees, the comprehensive survey was used and the entire study community was adopted as a sample for the study,

and in order to achieve the purposes of this study and collect data from the study population, the researcher developed a questionnaire of (35) items.

The results of the study also showed: There is an effect of these information characteristics in achieving the effectiveness of administrative decisions, and it was found that there are differences in the effect of the effectiveness of administrative communications in providing information that verify the effectiveness of administrative decisions in the Jordanian Ministry of Justice due to gender, while there are no differences due to age and educational qualification. And the years of experience of those working in the administration related to the effectiveness of the required communications.

❖ **The third study:** a scientific article by researcher / **Najib Zarrouk**, University of Algiers 3, Publication of " The Journal of Sports Creativity ", University of M'sila, Issue No. (02) bis part (03) 2019, entitled: " The importance of effective communication in consolidating the relationship between Heads of sports clubs and their coaches ".

This study aimed to identify: Knowing the different types and methods of communication and their role in solving the problems facing the heads of sports clubs with their coaches, sensitizing club heads and coaches to the importance of the communication process and its relationship to increasing the return of the sports club, the role of the means of communication used in sports clubs, knowledge about communicative obstacles that lowers the performance level of presidents and coaches in the management and operation of sports clubs. The research community in the study was represented in the clubs of the municipality of M'sila, which were chosen randomly and represented 35% of the statistical community studied. The study sample was selected in a simple random way.

Among the results of the study we can say: It became clear that clubs use formal communication in their administrative system, and personal communication is a basis for achieving and occurring social interaction and as a basis for achieving communication within institutions, clubs, organizations and any other groups, and one of the most important obstacles that lead to disruption of the communicative process between the president of the club and his coaches. These obstacles are mostly organizational , the most important of which is interference with the coaches' authority while carrying out their tasks, in addition to the multiplicity of responsibilities and the multiplicity of administrative levels.

#### **4. METHOD AND STUDY TOOLS:**

##### **4.1 The survey:**

An exploratory study was conducted, which made it possible to identify the

## *Job satisfaction of managers of sports organizations and its relationship to administrative communication "Studying amateur football clubs as a model"*

problem of the study from the field point of view and to know the research sample, which was represented in the managers of amateur football clubs in the state of Souk Ahras, belonging to the first regional section of the Annaba League, where interviews were conducted with some managers of amateur football clubs in the regional section. The first of the state of Souk Ahras belonging to the Annaba League, in order to learn more about the phenomenon, to be measured, determine the variables of the study, and develop an action plan for the problem of the study, and from it, the distribution of questionnaire forms to the managers of amateur football clubs, whose number is estimated (06) from the members of the survey sample to calculate the validity and reliability of the tool before its final distribution to the study sample members.

**4.2 Study Methodology:** We used the descriptive analytical method due to its suitability to the nature and objectives of the study.

**4.3 Study population and sample:** The study population represented in the amateur football clubs, the first regional section of Annaba League, and the study sample was determined in an intentional manner, consisting of (20) managers in (02) two sports clubs for amateur football in the state of Souk Ahras (Wifaq Souk Ahras Club and Hama Loulou youth Club) belonging to the first regional section of Annaba League, with the aim of identifying the role played by internal communication as one of the types of administrative communication in amateur football clubs to achieve job satisfaction among its managers, as well as diagnosing field obstacles that prevent this from being achieved.

### **4.4 Data and information collection tools:**

The research was based on a questionnaire after we conducted the survey, as it turned out to be the most appropriate tool for our study, which consisted of three axes:

A) Personal data axe.

B) The axe of the internal communication methods used by the management of amateur football clubs to achieve job satisfaction for its managers, and it included (07) questions.

C) The axe of the extent of the impact of internal communication on achieving job satisfaction for the managers of amateur football clubs, and it included (18) questions.

### **4.5 Scientific conditions of the instrument:**

**A- Validity of the tool:** To ensure the validity of the study tools, we used the validity of the arbitrators by presenting the questionnaire to a group of arbitrators (04 professors of the Department of Administration and Sports Management at the



University of Mohamed Cherif Mesaadia, Souk Ahras ) and by working on the notes and amendments submitted by them. Some changes were made regarding some words and phrases to adapt to the questionnaire .

**B- Stability of the tool:** The stability of the tool used for the study is to verify that the answers collected and retrieved are approximately the same despite re-applying them to the same individuals at different times. (Al-Niri, 2004, p39)

The questionnaire was distributed to the members of the exploratory sample of the study population, which consisted of (06) football club managers in the state of Souk Ahras, and after a period of time the test was redistributed to the same sample, to ensure the stability of the study tool and the result of the stability was (0.93), which was an indicator of the validity and stability of the study tool.

#### **4.6 Adjusting the variables for the sample members:**

**4.6.1 The independent variable:** It is the change in its value that affects the values of other variables related to it, and the independent variable has been identified in our current research: **job satisfaction.**

**4.6.2 The dependent variable:** When the researcher makes adjustments to the independent variable, the results of those adjustments appear on the values of the dependent variable. In our research, it was determined by: **Types of administrative communication.**

### **5. PRESENTATION AND ANALYSIS OF THE RESULTS OF THE STUDY: (PRESENTING THE RESULTS OF THE QUESTIONNAIRE DIRECTED TO CLUB MANAGERS)**

#### **A) Personal data.**

**Table 1.** shows the distribution of the sample members by educational level

<b>Educational level</b>	<b>Frequency</b>	<b>percentage</b>
<b>primary</b>	01	<b>05%</b>
<b>middle</b>	04	<b>20%</b>
<b>secondary</b>	09	<b>45%</b>
<b>university</b>	06	<b>30%</b>
<b>Total</b>	20	<b>100 %</b>

**Source:** field study form.

**Analysis and discussion of the results:** We note from the table that the educational levels of amateur football club managers were different, as the percentage of those with the primary level was **50%**, while the average level represented **20%**, while the category with secondary level occupied **45%**, while the university students represented **30%**.

*Job satisfaction of managers of sports organizations and its relationship to administrative communication "Studying amateur football clubs as a model"*

**Conclusion:** This means that no matter how different the educational levels of the sample members are, the sports field and management tasks remain the common denominator between them and among their interests.

**Table 2.** It shows the distribution of sample members according to seniority at work.

Seniority at work	Frequency	percentage
1-5 years	04	20%
5-10 years	03	15%
10-15 years	06	30%
15 years and over	07	35%
Total	20	100 %

Source: field study form

**Analysis and discussion of the results:** We note that 20% represented individuals with seniority in work between (1-5 years), while the group (5-10 years) represented 15%, while the sample members came from (10-15 years) by 30%, while 35% represented those who had seniority in work within (15 years or more).

**Conclusion:** This means that most of the sample members enjoy seniority in work, which makes them have significant experience and competencies that help them perform the tasks of running amateur football clubs.

**B) The focus of the internal communication methods used by the management of amateur football clubs to achieve job satisfaction for its managers, which includes (07) questions.**

**Table 3.** Explains the prevailing internal communication methods between club management and managers.

the answer		Frequency	percentage
oral methods		20	100%
writing styles		20	100%
New technology		14	70%
$\chi^2$ calculated	$\chi^2$ tabular	indication	Significance level
0,81	5.99	function	0,05
			degree of freedom
			2

Source: field study form

**Analysis and discussion of the results:** It shows that the calculated  $\chi^2$  was estimated at: <0.81 from the tabular  $\chi^2$  which was estimated at: 5.99 at the significance level  $\alpha = 0.05$  The difference and the difference between the values are not statistically significant.

**Conclusion:** Through the table, we find that the communication methods prevalent between the club’s management and the managers are **100%** oral methods, **100%** written methods, and to a lesser extent, modern technology **70%**. This is primarily due to the fact that oral methods as well as written methods are easy and can be used without media, add to that Modern means of communication require from the management of football clubs and managers skills and scientific gains and others, and therefore the management of clubs must pay great attention to the use of modern technology to activate internal communication.

**Table 4.** It shows the variable oral methods prevailing between club management and managers.

the answer		Frequency		percentage
interviews		16		<b>80%</b>
meetings		20		<b>100 %</b>
encounters		04		<b>20%</b>
seminars		09		<b>45%</b>
conférences		00		<b>00%</b>
$\chi^2$ calculated	$\chi^2$ tabular	indication	Significance level	degree of freedom
3,61	9,49	<b>function</b>	0,05	4

**Source:** field study form

**Analysis and discussion of the results:** It shows that the  $\chi^2$  calculated was estimated at:  $3.61 < \chi^2$  Tabular, which was estimated at: **9.49** at the significance level  $\alpha = 0.05$ , the difference and the difference between the values were not statistically significant.

**Conclusion:** - Through the results obtained in the table, we find that the prevailing oral methods between the club management and the managers are represented in meetings by **100%**, interviews by **80%**, seminars by **45%** and meetings by **20%**, followed by conferences by **100%** .

- It turns out that the prevailing oral methods between club management and facilitators are in meetings and interviews, and to a lesser degree, seminars and conferences, due to the fact that seminars and conferences need a financial resource to finance their establishment, and this is what makes these clubs refuse to depend on them despite their importance, so the management of football clubs amateurs that is looking for development should seek to provide the necessary capabilities for holding various conferences and seminars.

**Table 5.** It shows the variable of written methods prevalent between club management and managers.

*Job satisfaction of managers of sports organizations and its relationship to administrative communication "Studying amateur football clubs as a model"*

the answer		Frequency	percentage		
advertisements board		19	95%		
brochures		13	65%		
the proof		07	35%		
$\chi^2$ calculated	$\chi^2$ tabular	indication	Significance level	d�egr�e of freedom	
1,07	5,99	function	0,05	2	

Source: field study form

**Analysis and discussion of the results:** It was found that the  $\chi^2$  calculated was estimated at: <1.85, the  $\chi^2$  tabular was estimated at: 5.99 at the significance level  $\alpha = 0.05$ , so the difference and disagreement between the values were not statistically significant.

**Conclusion:** Through the results of the table, it is clear to us that the written methods used between the management of football clubs and the managers are represented in the bulletin board by 95%, and the brochures represented by 65%, while the evidence represents 35%.

- The written methods followed between the management of amateur football clubs and the managers are mostly represented in the bulletin board and leaflets, and this is for ease of use as a communication method that takes an official character more than other methods.

**Table 6.** Explains the variable technology methods prevailing between club management and managers.

the answer		Frequency	percentage		
the internet		15	75 %		
Intranet		00	00 %		
phone		20	100 %		
E-mail		12	60 %		
private sites		14	70 %		
$\chi^2$ calculated	$\chi^2$ tabular	indication	Significance level	d�egr�e of freedom	
0,56	7.81	function	0,05	3	

Source: field study form

**Analysis and discussion of the results:** It shows that the  $\chi^2$  calculated was estimated at: 0.56 < The  $\chi^2$  tabular was estimated at: 7.81 at the significance level  $\alpha = 0.05$ , the difference and the difference between the values were not statistically significant.

**Conclusion:** Through the results of the table, the technological methods used between the management of clubs and managers are represented in: the telephone

by 100%, while the Internet represented 75%, while e-mail represented 60%, while private websites represented 70%.

-The technological methods used between the management of clubs and managers are represented in the telephone, the Internet, e-mail and private websites, in close proportions, according to what the results show, and it is considered one of the means that must be available in modern communication.

**C) Questions about the impact of communication on achieving job satisfaction for the managers of amateur football clubs, and it included (18) questions.**

**Table 7.** Demonstrates the type of communication most effective in achieving job satisfaction.

the answer		Frequency	percentage	
official contact		16	80%	
informal contact		02	10 %	
depending on the situation		02	10 %	
total		20	100 %	
$\chi^2$ calculated	$\chi^2$ tabular	indication	Significance level	dégré of freedom
6,53	5,99	function	0,05	2

Source: field study form

**Analysis and discussion of the results:** It shows that the  $\chi^2$  calculated was estimated at: **6.53** > The  $\chi^2$  tabular was estimated at **5.99** at the significance level  $\alpha = 0.05$ , the difference and the difference between the values are statistically significant, which is in favor of the formal communication variable.

**Conclusion:** - According to the results of the table, the majority of managers of amateur football clubs, estimated at: **80%**, of them believe that official communication is the most effective in achieving job satisfaction, because of the advantages it has for managers, the most important of which is the elimination of rumour.

**Table 8.** Explains the nature of communication most used in order to achieve job satisfaction.

the answer	Frequency	percentage
live	17	85%
not directly	05	25%

Source: field study form

**Analysis and discussion of the results:** its results show that the sample members confirmed that the nature of communication most used in order to achieve job

*Job satisfaction of managers of sports organizations and its relationship to administrative communication "Studying amateur football clubs as a model"*

satisfaction is direct communication by 85%, while 25% represented the answer to indirect communication.

**Conclusion:** It turns out that direct communication is the best way between club management and managers to achieve job satisfaction, as this type avoids interpretation processes and helps in reading the true meanings of communication messages.

**Table 9.** It shows the extent to which passing on real-time information contributes to creating job satisfaction.

the answer	Frequency	percentage
Yes	20	100%
No	00	00%
Total	20	100%

Source: field study form

**Analysis and discussion of the results:** It shows the extent to which the current information is passed on to create job satisfaction.

**Conclusion:** All members of the sample, i.e. 100%, agreed that passing the information on time contributes effectively to creating job satisfaction for them, because it creates a sense of belonging to the club and motivates them to perform their roles in the best way.

**Table 10.** The explanation for the answer is " yes " to the extent of the contribution of passing real-time information to creating job satisfaction.

the answer		Frequency	percentage	
Create a sense of belonging		20	100 %	
Create a sense of loyalty		12	60 %	
Elimination of alienation		14	70 %	
Eliminate the centralization of information		16	80 %	
The increase in performance		01	05 %	
$\chi^2$ calculated	$\chi^2$ tabular	indication	Significance level	dégré of freedom
3,22	9,49	function	0,05	4

Source: field study form

**Analysis and discussion of the results:** It shows that the  $\chi^2$  calculated was estimated at:  $3.22 < \chi^2$  Tabular was estimated at: 9.49 at the significance level  $\alpha = 0.05$ , the difference and the difference between the values were not statistically significant.

**Conclusion:** Through the results of the table regarding the explanation of the answer with: " Yes " to the extent of the contribution of passing the immediate

information to creating job satisfaction, we conclude that the majority of the sample members confirm that passing the immediate information leads to the creation of a sense of belonging by **100%**, followed in varying degrees by the elimination of the centrality of the information by **80%** and the elimination of alienation by **70%**, the answer to creating a sense of loyalty was by **60%**, and to a decent degree the increase in performance and this is by **50%**.

- It is evident from the various answers that passing the real-time information contributes to creating job satisfaction and a great extent, as all this leads to the exchange of information and opinions between managers and management and helps in achieving job satisfaction and creating mutual trust and greater transparency.

- For reference, we did not record any answer from the research sample to justify the answer with: " **No** " to the extent of the contribution of passing current information to creating job satisfaction [**according to the forms in hand**].

**Table 11.** Explains the suggestions of football club managers to improve the internal communication process in achieving their job satisfaction.

<b>the answer</b>	<b>Frequency</b>	<b>percentage</b>
<b>Attention to the formative aspect of communication</b>	03	<b>15 %</b>
<b>Activate the communication channels within the club</b>	04	<b>20 %</b>

**Source:** field study form

**Analysis and discussion of the results:** It shows the suggestions of football club managers to improve the internal communication process in achieving their job satisfaction, as **15%** of the sample members suggested that there is no interest in the formative aspect in the field of communication on the part of the club management, but **20%** confirmed that The club must activate the internal communication channels.

**Conclusion:** According to the results of the table, it is clear that some managers demand improvement of internal communication methods through the formation of club heads and even managers in this field to achieve job satisfaction, support team work, improve their performance and achieve the goals of the club.

## **6. DISCUSSING THE RESULTS AND COMPARING THE HYPOTHESES:**

Through the results of the tables (03-06) in which the questionnaire directed to the managers of amateur football clubs, the researchers concluded that the methods of internal communication used are written or oral, and they also

*Job satisfaction of managers of sports organizations and its relationship to administrative communication "Studying amateur football clubs as a model"*

concluded that meetings and interviews are among the verbal methods that prevail in use between club management and managers. Besides, most of the writing styles are represented in bulletin boards and brochures. Add to this, the technological methods used between the management of the amateur clubs and the managers are represented in the telephone, the Internet and e-mail in close proportions, and that direct communication (confrontational) is one of the best methods of administrative use to achieve job satisfaction, and we find that downward communication is a form of internal communication. Most of the decision-making is at the level of management of amateur football clubs, which is issued from the top to the bottom, This confirms the validity of our **first hypothesis**: " **The methods of internal communication used by amateur football clubs have a role in achieving job satisfaction for their managers** " Especially if we compare it with the study of Belaid Walid, entitled " The role of administrative communication in achieving job satisfaction among workers in the Directorate of Youth and Sports - a field study in the Directorate of Youth and Sports of the Wilayat of Batna ", Master dissertation, specialty in: Management and Organization in Sports, Institute of Activities, Sciences and Techniques of Physical and Sports, Department of Sports Administration and Management, University of M'sila, 2015/2016, which reached the result of the hypothesis "what is the impact of the nature of the internal communication of the organization on the job satisfaction of the employees", that, there is a negative impact of the dimension of internal communication within the organization on job satisfaction among the workers in the Directorate of Youth and Sports in the state of Batna.

Through the results of the tables from (07-11) of the questionnaire , presented to the managers of amateur football clubs, the researchers concluded that passing information in a timely manner contributes effectively to creating job satisfaction among the managers of amateur football clubs, and that passing real-time information leads to creating a sense of belonging and eliminating the centrality of information, which leads to the exchange of information and opinions between the managers and the club management, as well as the reason for not reaching the information in time to the managers. However, sometimes the reason for not arriving in time is due to the instability of the administrative staff of the clubs, as well as the lack of competence of officials in estimating the importance of information and the weakness of their discretion, which must arrive on time and clearly by relying on effective communication methods. There are also no great difficulties in the process of communicating with the managers of their clubs, but there are negative cases due to the failure of the management of



amateur football clubs to give importance to their complaints requests or to consider this as a violation of their instructions and orders.

As for the relationship between the managers and their colleagues within the clubs, it is considered good, but there is a group that has a bad relationship as they are non-social individuals and prefer individual work over team work, in addition to adopting some aggressive behaviors within the club, which affects the achievement of job satisfaction. In terms of the clubs management's appreciation of the efforts made by the managers during the performance of their duties, most of them are due to the moral incentives to achieve their job satisfaction, but the material incentives do not rise to the level of achieving the different needs of the managers, including reaching the achievement of job satisfaction. Consequently, we can say that our **second hypothesis**: "**Internal communication has a high impact on achieving job satisfaction among the managers of amateur football clubs**" is true which is found through comparing it to the study of " Najib Zorak " entitled " the importance of effective communication in strengthening the relationship between the heads of sports clubs and their coaches ", which came to the conclusion that, clubs use official communication in their administrative system, personal communication, which is a basis for achieving and occurring social interaction and achieving satisfaction, and a basis for achieving communications within institutions, clubs, organizations and any other groups.

## **7. SUGGESTIONS:**

From all of the above, some suggestions can be made as follows:

- ❖ The heads of amateur football clubs should pay attention and make a balance in the forms and communication methods applied within the club as a sports organization, especially the rising communication.
- ❖ The management of amateur football clubs must take into consideration the changes that may affect the degree of loyalty of the managers towards their clubs.
- ❖ Ensuring the development of a good relationship between management and managers.
- ❖ The heads of amateur football clubs must be trained and trained on modern internal communication methods to apply them within the club in order to achieve the established goals and achieve job satisfaction for the managers.

## **8. Bibliography List:**

1. Mustafa Hijazi (1982), *Effective Communication and Human and Administrative Relations*, Dar Al-Tali`a, Beirut.
2. Nasser Dadi Adoun (2004), *Communication and its Role in the Efficiency of the Economic Institution, a theoretical and applied study*, University Press, Algeria.
3. Foudil Delio (2002), *Communication: Concepts, Theories, and Means*, Dar Al-Fajr for Publishing and Distribution, Cairo, Egypt.
4. Ibrahim Abu Arqoub (1993), *Communication and its Role in Social Interaction*, house Majdalawi for Publishing and Distribution, Jordan.
5. Bouhniya Kawi (1993), *Administrative Communications within Contemporary Organizations*, university publication office, Algeria.
6. Shawish Mustafa (2004), *Human Resources Management-Personnel Management*, house Al-Chorouk, Amman
7. Owaid Al-Mashaan (1993), *Studies on Gender Differences in Occupational Satisfaction*, house Al-Qalam for Publishing and Distribution, Kuwait.
8. Ali Gharbi and others (2007), *Human Resources Development*, house Al-Fajr for Publishing and Distribution, Cairo.
9. Jean -Luc Michel (2004), *The Profession Of Communication Function And Trades*, Ellipses.
10. Najib Zarrouk (2019), *The importance of effective communication in consolidating the relationship between the heads of sports clubs and their coaches*, Sports Creativity Magazine, Volume (10), Issue (02), page: 195-201.
11. Bishr Hossam, Qati Yazid (2012), *Job satisfaction of the sports career and its relationship to some variables*, Journal of Sports Creativity, Issue (05), Page: 64-82.
12. Belaid Walid (2016), *The role of administrative communication in achieving job satisfaction among workers in the Directorate of Youth and Sports - a field study in the Directorate of Youth and Sports in the Wilaya of Batna, physical education institute*, University of M'sila, Algeria.
13. Mohamed Abdallah Al-Anzi (2010), *The Impact of Administrative Communications in Achieving Effective Administrative Decisions*, Master of Business Administration, College of Business, Middle East University, Jordan.