



Human resource re-engineering and its relationship to the level of ambition among employees in sports administrations in Algeria

هندرة الموارد البشرية وعلاقته بمستوى الطموح لدى العاملين بالإدارات الرياضية بالجزائر

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Article info	Abstract :
<p>Received 11/02/2024 Accepted 21/02/2024</p> <p>Keywords:</p> <ul style="list-style-type: none"> ✓ Human resource re-engineering ✓ ambition level ✓ sports management 	<p><i>The aims of this study, we aim at identifying whether a correlation exists between Human resource re-engineering and the ambition level of ambition among employees in sports administrations in Algeria.</i></p> <p><i>Following the descriptive approach, the researcher distributed a questionnaire to a random sample of 40 male and female employees in the Directorate of Youth and Sports and the Office of the Multi-Sports Complex in the Wilaya of Souk Ahras. The obtained results were as follows: A statistically significant correlation exists between Human resource re-engineering and the ambition level of among employees in sports administrations in Algeria.</i></p>
معلومات المقال	المخلص:
<p>تاريخ الارسال: 2024/02/11 تاريخ القبول: 2024/02/21</p> <p>الكلمات المفتاحية:</p> <ul style="list-style-type: none"> ✓ هندرة الموارد البشرية ✓ مستوى الطموح ✓ الإدارة الرياضية 	<p>نهدف من خلال دراستنا الى التعرف على إذا ما كانت هناك علاقة ارتباطية بين هندرة الموارد البشرية و مستوى الطموح لدى العاملين بالإدارات الرياضية بالجزائر، والتعرف إن كانت هناك فروق ذات دلالة احصائية لاستجابات أفراد العينة حول هندرة الموارد البشرية تعزى لمتغير الجنس و المؤهل العلمي، والتعرف إن كانت هناك فروق ذات دلالة احصائية لاستجابات أفراد العينة حول هندرة الموارد البشرية تعزى لمتغير وسنوات الخبرة، وقد استخدم الباحث المنهج الوصفي على عينة عشوائية قدرت ب40 عاملا وعاملة في مديرية الشباب والرياضة وديوان المركب المتعدد الرياضات لولاية سوق أهراس، حيث تم استخدام استمارة الاستبيان، وتوصلنا في دراستنا إلى مايلي:- توجد علاقة ارتباطية دالة إحصائية بين هندرة الموارد البشرية و مستوى الطموح لدى العاملين بالإدارات الرياضية بالجزائر،* -توجد فروق ذات دلالة احصائية لاستجابات أفراد العينة حول هندرة الموارد البشرية تعزى لمتغير كل من الجنس، والمؤهل العلمي* -توجد فروق ذات دلالة احصائية لاستجابات أفراد العينة حول هندرة الموارد البشرية تعزى لمتغير وسنوات الخبرة.</p>

* Introduction and problematic of the study:

The re-engineering of human resources is important in radically changing the organizational pattern within sports institutions, which generally contributes to the development of administrative processes and the achievement of outstanding performance for the individual and the organization as a whole.

Human resource re-engineering is A systematic administrative method based on organizational reconstruction from its roots and relies on restructuring and designing basic operations to achieve fundamental and ambitious development in the performance of organizations that ensures speed of performance, cost reduction, and product quality.(el soltan,2002,p41-42)

The level of ambition is considered one of the important factors that distinguish the individual's personality, as the higher our ambition is, the more our personality is distinct. This is what makes a society advanced and developed. So, ambition is one of the most important secrets of the success of both the individual and society as it plays an important role in their lives. It is also deemed one of the influential factors due to its deep impact on our achievements.

Since sports management has known a remarkable development in various fields in general and the sports sector in particular because of its importance to the worker, as the administrative processes of planning, organizing, directing, and controlling allows access to achieving goals in record time.

In light of recent technological developments, employees in sports departments seek to develop their competence according to training and development programs and to provide them with various knowledge that allows them to control the various factors that would hinder the administrative process.

Therefore, we seek in this study to identify the relationship between Human resource re-engineering and the level of ambition among employees in sports departments in Algeria.

1. Definition of re-engineering of human resources:

One of the modern administrative approaches aims to bring about radical and rapid change in organizations, through redesigning strategic processes, policies, organizational structures, values, and supporting assumptions in a non-traditional manner (Ameur and Qandil, 2010, p 318)

It is also a radical and rapid change and a redesign of processes, procedures, strategic processes, and everything important and vital (Masrai, 2016, p. 12)

1.1The level of ambition

***Its Literal Meaning:** In the Oxford Dictionary of English, "ambition" was defined as "a strong desire to do or achieve something." (Stevenson, 2010, p 49).

***Its Conventional Meaning:** If someone is ambitious, it means that he has the characteristic of accepting everything new; he endures frustration and can set goals, in addition to being optimistic (Mohammad Moawad, Sayed, 2005, p3).

Abbas defines it as: "the level or goal the individual sets for himself in various areas of life and tries to reach with diligence and perseverance based on his ability and potential gained from his role in previous experience" (Sally Talib,2013, p 389).

1.2 the employees:

They are people who work within service organizations and get paid for their efforts to do so tasks that they are required to perform (Iyad and All,2021,p27)

1.3 Sports administration:

It is the art of coordinating the elements of work and the sports product in the sports bodies and producing it undoubtedly. organization for the realization of these bodies" (djawadi and All,2017,p783).

It is also defined as a human organization that works according to the laws and rules of an organization that defines the responsibilities and duties of all individuals within the organization, working in coordination with them to achieve its goals with the highest degree of effectiveness (sawach,2019,p479)

Among the studies that dealt with the subject of this study, we find Rania Jasser Ali Abu Awad in 2015 entitled "The Reality of the Application of Re-engineering of human resources management and its Relationship to the Development of job performance in the General Personnel Council, where this study aimed to identify the reality of the application of re-engineering of human resources management and its relationship to the development of job performance In the General Personnel Office, and to provide some results and recommendations that contribute to a better application of the re-engineering of human resources management in the General Personnel Office and to stand on the level of job performance among its employees. (90) male and female employees, i.e. the comprehensive enumeration was used, and SPSS programs were used for statistical analysis.

The study reached some results, the most important of which were:

- That the dimensions of engineering are available in the General Personnel Council at a rate of 58.65%, which is an acceptable type

The second study conducted by Mahmoud Mohammed Abu Aisha in 2020 entitled " The reality of business process reengineering at Palestine private university and Gaza private university from the point of view of academics and administrators in both universities" This study aims to identify the reality of business process reengineering at Palestine private university and Gaza private university from the point of view of academics and administrators in both universities, and the study applied the analytical survey descriptive method depending on primary and secondary sources of data, and the questionnaire was used as a main tool for collecting data, that questionnaire was distributed over a sample consists of (186) employees of academic and administrative employees who are working at that both universities, and the study revealed that the applying of business process reengineering by Palestine private university and Gaza private university –from point of view of the sample-got total average of (3.91 out of 5) with a large degree of application, and on the level of the four dimensions we find; the dimension of information technology got the highest average (3.98), then total quality standards with an average of (3.90), and third and fourth there exist the two dimensions of the organizational structures and the university operations and both of it with an average of (3.87), and all the dimensions are applied with a large degree, the results also showed that there are no statistically significant differences ;at the level of ($\alpha \leq 0.05$) between the respondents' answers about the reality of business process reengineering in the two universities due to

the variables (gender, age, educational qualification, job title, place of work, years of experience).

The third study, conducted by ayman hocine and gattay karima 2022, was entitled "The Role of administrative process re-engineering in improving employee performance A case study of the National Pension Fund Ouargla". This study aims to know the role of re-engineering administrative operations with its dimensions (the use of information technology, the development of the capabilities of workers, the readiness for change, and the simplification of work procedures) in the performance of workers in the National Pension Fund Corporation. The study population was composed of 65 administrative workers in the National Fund. Administratively, and to achieve the objectives of the study, the descriptive analytical approach was followed. Choose a sample for the study amounted to 65, through the study reached a set of results, the most important of which are: - that of the four dimensions that were focused on during the study, we find that there are two dimensions of re-engineering of administrative processes (Developing the capabilities of workers and simplifying work procedures) have an impact on the performance of employees in the National Retirement Fund Corporation, and the most influential dimension in the performance of workers is the simplification of work procedures compared to the rest of the dimensions, and the study also concluded that there are no differences in the impact of engineering administrative operations based on functional variables And demographics (gender, educational qualification and number of years of experience).

The Problematic of the Study:

The engineering of human resources is very important as it makes some kind of progress in sports administrations, especially to reach the achievement of goals. It also allows achieving a fundamental change in

the various operations that it seeks through the human and organizational dimensions and others to bring about development and create opportunities for creativity, which allows it to raise the level of its ambition and makes it in a constant search for the best and excellence. In this study, we seek to know the relationship between the re-engineering of human resources and the level of ambition among employees in sports administrations in Algeria.

With this in mind, we formulated the study problem as follows:

- Is there a significant correlation between the re-engineering of human resources and the level of ambition among employees in sports administrations in Algeria?

Sub-questions:

- Are there statistically significant differences in the averages of the respondents' responses to the re-engineering of human resources due to the gender variable?

- Are there statistically significant differences in the averages of the respondents' responses about the resilience of human resources due to the educational qualification variable?

- Are there statistically significant differences in the averages of the respondents' responses about the reskilling of human resources due to the variable of years of experience?

Research hypotheses:

General hypothesis:

- There is a statistically significant correlation between the re-engineering of human resources and the level of ambition among employees in sports administrations in Algeria.

Sub-hypotheses

- There are statistically significant differences in the averages of the respondents' responses to the resilience of human resources due to the gender variable.
- There are statistically significant differences in the averages of the respondents' responses about the resilience of human resources due to the educational qualification variable.
- There are statistically significant differences in the averages of the respondents' responses about the resilience of human resources due to the variable of years of experience.

Research Objectives:

- To identify if there is a statistically significant relationship between the re-engineering of human resources and the level of ambition among employees in sports administrations in Algeria.
- To know whether there are statistically significant differences in the averages of the respondents' responses about the resilience of human resources due to the gender variable.
- Finding out whether there are statistically significant differences in the averages of the respondents' responses to the engineering of human resources due to the educational qualification variable.
- To know whether there are statistically significant differences in the averages of the respondents' responses about human resource reengineering due to the variable years of experience.

The Importance of Study:

The importance of this study lies in: Highlighting the effective role played by human resources engineering in increasing the level of ambition of employees in sports administrations, and increasing their desire to work. We also seek, through this study, to provide the library with a very important subject in the sports management classes and to enrich them.

- The practical chapter:

1. Followed Methodologies:

Pilot study: Ensuring the proper functioning of any field study requires the researcher to conduct a pilot study, which is a preliminary stage and a preliminary step that helps him to take an exploratory view to analyze the suitability of the field of study to the field's research procedures, in addition to ensuring the validity of the tool used and the expected difficulties that the researcher may encounter. Since we are in the process of conducting a field study, the pilot study was carried out in two stages:

It started in January 2022, when we went to the Directorate of Youth and Sports and the Office of the Multi-Sports Complex in the Wilaya of Souk Ahras to control the population and the sample of the research study, and to determine the most appropriate methods for selecting that sample.

The objective was also to collect some information related to the subject of our study.

During the second phase of the pilot study, in February 2022, the research tool which took the form of a questionnaire was distributed to a sample of employees at the Directorate of Youth and Sports and the Office of the Multi-Sports Complex from souk ahras city.

Research Methodology

In our study, we relied on a descriptive approach that explains the phenomenon as it is on the ground.

Field Procedures for the Study

Population and Study Sample:

The population is considered as the total number of all the members of the phenomenon we are in the course of studying. Our research population includes 50 employees in the Directorate of Youth and Sports and the Office of the Multi-Sports Complex in the Wilaya of Souk Ahras. A sample of 40 male and female employees in the Directorate of Youth and Sports and

the Office of the Multi-Sports Complex in Souk Ahras City.

Study Tool: The researcher relied on the questionnaire after conducting the pilot study, as they deemed it the most appropriate tool for this study.

Study variables:

a. The independent variable: It is the one that affects the existing relationship between the two variables and is not affected by it. In this research, it is " Human resource re-engineering".

b. The dependent variable: It is the one that is affected by the existing relationship between the two variables and does not affect it. In this study, it is the ambition level of employees in sports administrations.

Settings of the Study:

Place: This study was carried out at the Directorate of Youth and Sports and the Office of the Multi-Sports Complex in Souk Ahras City.

Time: This research was launched at the beginning of January, and the preparation of the questionnaire began in February. It was distributed in the period from * 25/02/2023 * to * 12/04/2023 *, while the results were analyzed and sorted from * 15/04/2023 to 04/06/2023.

Calculation of the Psychometric Properties of the Instrument:

Validation of the tool

A) Face Validity:

The researcher presented the research tool (questionnaire) in its preliminary form to a group of experienced judges in the field of scientific research, who are qualified enough in the field of the study subject to judge it.

B- Internal Consistency Validity:

After ensuring the face validity of the study tool, the Pearson coefficient was used to verify the construct validity and its internal consistency and to determine

the extent of its internal consistency. As the correlation coefficients ranged between (0.685-0.977), it is deemed significant at the level of significance (0.01-0.05). Hence, the paragraphs of the section are valid to measure what they are designed to measure.

Reliability of the Tool: After presenting the questionnaire to a group of teachers as judges, the researcher measured its reliability using the Cronbach alpha coefficient.

Cronbach's Alpha Method: The researcher used the Cronbach alpha method to measure the reliability of the questionnaire, and they obtained the value of the Cronbach alpha coefficient for each section of the questionnaire, and for the questionnaire as a whole. The Cronbach Alpha ranged between 0.995-0.986, which is a high-reliability coefficient.

Therefore the questionnaire is distributable.

Statistical Methods: The researcher used the statistical program SPSS (The Statistical Package for Social Sciences, Edition 22), and relied on the following statistical techniques: Pearson correlation coefficient to study the relationship between variables - Standard deviation to measure the extent of dispersion - SMA. Cronbach's Alpha Coefficient to measure reliability.

2. Results and Discussion:

Presenting, analyzing, and interpreting the results of the first sub-hypothesis: "There are statistically significant differences at the level of significance (0.05 \geq) between the means of the study sample responses about the re-engineering of human resources attributed to the gender variable?"

Presenting, analyzing, and interpreting the results of the first sub-hypothesis: "There are statistically significant differences at the level of significance (0.05 \geq) between the means of the study sample responses about the re-engineering of human resources attributed to the gender variable? To verify whether or not the hypothesis is valid, the researchers

ran an independent samples t-test as shown in Table (1):

Table 1: The t.test results for the differences in the means of the study sample members' responses attributed to the gender variable

Source: Designed by the researcher based on the SPSS output, version 22

Based on the results displayed in the table and after running the t-test, the results were as follows:

The section on the re-engineering of human resources: In this section, have found that the value of the

resources attributed to the scientific qualification variable?

Presentation, analysis, and interpretation of the results of the second sub-hypothesis: "There are statistically significant differences at the level of significance

The Section	Gender	Frequency	Mean	Std. Dev.	Dof	T value	S. Value
re-engineering of human resources	M	20	91.09	24.33	38	11.94	0.02
	F	18	154.2	16.58			

($\alpha=0.05$), between the means of the study sample's responses about re-engineering of human resources attributed to the scientific qualification variable. To verify the validity or non-validity of this hypothesis, the researcher ran an independent samples t-test, as shown in Table (2):

Table 2. The t.test results for the differences in the means of the study-sample members' responses attributed to the scientific qualification variable

Source: Designed by the researcher based on the SPSS output, version 22

Based on the results displayed in the table, and after running the t-test, the results were as follows:

The Section of re-engineering of human resources: In this section, the researchers found that the arithmetic mean of the teachers holding a BA degree, whose number was ($N=18$), was equal to ($M=128.7$) with a standard deviation of ($SD=48.81$), while the arithmetic mean of the teachers holding a Master's degree, whose number was ($N=20$), was equal to ($M=131.9$) with a standard deviation of ($SD=31.3$). The calculated t value in this section was ($t=-299$) with a significance of (0.01). By comparing this value to the significance level ($\alpha=0.05$), we find that it is less than (0.05). This suggests that there are statistically significant differences in the section on the re-engineering of human resources between the means of the study

The Section	Qualification	N	Mean	Std. dev.	Dof	T value	Significance Value
re-engineering of human resources	BA	18	128.7	48.81	38	-299	0.00
	Mas	20	131.9	31.3			

arithmetic mean for males, whose number was ($N=20$), was equal to ($M=91.09$), with a standard deviation of ($SD=24.33$); while the arithmetic mean for females, whose number was ($N=18$), was equal to ($M=154.2$) with a standard deviation of (16.58). The calculated t value in this section was ($t=11.94$) with a significance value of (0.02). By comparing this value to the significance level ($\alpha=0.05$), we find that it is less than (0.05); this suggests that there are statistically significant differences in the section of re-engineering of human resources between the means of the study sample's responses at the level of ($\alpha=0.05$), attributed to the gender variable, and that was in favor of females.

1.2 Presentation, analysis, and interpretation of the results of the second sub-hypothesis: "There are statistically significant differences at the level of significance ($\alpha=0.05$), between the means of the study sample's responses about re-engineering of human

sample's responses at the level of $(0.05 \geq \geq)$ attributed to the academic qualification variable, and that was in favor of the teachers holding a Master's degree.

Presentation, analysis, and interpretation of the results of the third sub-hypothesis:

"There are statistically significant differences at the level of significance $(\alpha=0.05)$, between the means of the study sample's responses about re-engineering of human resources attributed to the years of experience variable.

Table 3. The ANOVA test results about the differences in the means of the respondents' answers attributed to the years of experience variable

Source: Designed by the researcher based on the SPSS output, version 22

Based on the results displayed in the table, and after running the Anova test, the results obtained were as follows:

The section on the re-engineering of human resources: In this section, the researchers concluded that the source of the variance between groups for the re-engineering of human resources section was 67219.5 with 33069.7 mean of squares, while the source of variance within groups was 1105.8 with 193.08 mean of squares. The calculated F value was $(F=174.06)$ with a significance value of (0.00) . By comparing This value to the significance level $(\alpha=0.05)$, we find that it is less than (0.05) . This suggests that there are statistically significant differences in the section on the re-engineering of human resources since the means of the study sample's responses at the level of significance $(\alpha=0.05)$ attributed to the experience variable, and that was in favor of the employees 1-5 years of experience. Accordingly: "There are statistically significant differences at the level of significance $(\alpha=0.05)$ between the means of the study sample's responses

about Human resource re-engineering, attributed to the years of experience variable."

Presentation, analysis, and interpretation of the results of the fourth sub-hypothesis: "There is a statistically significant correlation at the significance level of $(\alpha=0.05)$ between Human resource re-engineering and the level of ambition among employees in sports administrations in Algeria.

Table 4. The results of the relationship between Human resource re-engineering and the level of ambition

The Section	Mean	Std. dev	N Sam Nu	R is the Pearson Correlation Coefficient	Significance Value
re-engineering of Human resource	131.1	36.41	40	0.951**	0.005
Ambition Level	25.50	10.74			
**(Significance level $\alpha \leq 0.01$)					

Source: Designed by the researcher based on the SPSS output, version 22

Based on Table (4), the value of the Pearson correlation coefficient between the section on re-engineering of Human resources and the ambition

The Section	Source Var	Sum of Squ	Mean of Square s	D Freedom	F Value	Sign if Value
re-engineering of human resources	Bet gr	67219.5	33069.7	02	174.0	0.00
	With gr	11005.8	193.08	37		
	Total	78225		38		
$(\alpha \leq 0.05)$						

among employees in sports administrations in Algeria

was equal to (0.951), with a significance of (0.005). The arithmetic mean of emotional intelligence was ($M=131.1$) with a standard deviation of ($SD=36.41$), while the arithmetic mean of the ambition level was ($M=25.50$), with a standard deviation of ($SD=10.74$).

This suggests: "The existence of a positive correlation between Human resource re-engineering and the level of ambition among employees in sports administrations in Algeria, which means that the more employees' Human resource re-engineering, the greater their ambition level would be.

3. Discussion of the Results of the Hypotheses

1- There were statistically significant differences at the level of significance ($\alpha=0.05$) between the means of the study sample's responses attributed to the gender variable. The researcher believes that this result is Different with:

- study Mahmoud Mohammed Abu Aisha 2020, found showed that there are no statistically significant differences; at the level of ($\alpha=0.05$) between the respondents' answers about the reality of business process reengineering in the two universities due to the variable gender.

study ayman hocine and gattay karima 2022 concluded that there are no differences in the impact of engineering administrative operations based on functional variables And demographics gender.

2- There were statistically significant differences at the level of significance ($0.05 \geq$) between the means of the study sample's responses attributed to the qualification variable. The researcher believes that this result is Different with:

study Mahmoud Mohammed Abu Aisha 2020, found showed that there are no statistically significant differences; at the level of ($\alpha=0.05$) between the respondents' answers about the reality of business

process reengineering in the two universities due to the variable educational qualification.

Study ayman hocine and gattay karima 2022 concluded that there are no differences in the impact of engineering administrative operations based on functional variables And demographics or educational qualification.

3- There were statistically significant differences at the level of significance ($0.05 \geq$) between the means of the study sample's responses attributed to the years of experience variable. The researcher believes that this result is Different with:

study Mahmoud Mohammed Abu Aisha 2020, found showed that there are no statistically significant differences; at the level of ($\alpha=0.05$) between the respondents' answers about the reality of business process reengineering in the two universities due to the variable years of experience.

study ayman hocine and gattay karima 2022 concluded that there are no differences in the impact of engineering administrative operations based on functional variables And demographics years of experience.

4- statistically significant correlation exists between Human resource re-engineering and the level of ambition among employees in sports administrations in Algeria.

4. Finding and Propositions Results:

The re-engineering of human resources and the level of ambition are two important factors for the development and success of sports administrations, and this requires a radical change in the work programs of the employees and the development of their skills, and the employees need to bring about changes that may allow them to be creative and innovative, and thus raise the level of their ambition to reach more Objectives.

The following results were reached:

- There were statistically significant differences in the means of the study sample's responses about the re-engineering of human resources, attributed to the gender variable.
- There were statistically significant differences in the means of the study sample's responses about re-engineering of human resources, attributed to the scientific qualification variable.
- There were statistically significant differences in the means of the study sample's responses about re-engineering of human resources attributed to the years of experience variable.
- There was a statistically significant correlation between Human resource re-engineering and the level of ambition among employees in sports administrations in Algeria.

5. Suggestions

Based on the results of the study presented so far, the researcher presents a set of recommendations, the most important of which are:

- More studies should be conducted on the engineering of human resources in the field of sports.
- Organizing study days and training courses to raise the ambition of workers within sports institutions.

Attention must be increased by developing appropriate procedures that will improve the re-engineering of human resources in the sports sector.

Paying more attention to workers by providing them with care and searching for ways to ensure the various modern psychological treatments for them.

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