

## Digitization as an input to improve the performance of the human resource in the sports institution

الرقمنة كمدخل لتحسين أداء المورد البشري في المؤسسة الرياضية

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Received: 12/06/2023

Accepted: 03/10/2023

Published: 26/12/2023

**Abstract:** This study aims to demonstrate the contribution of digitization to improving the performance of human resources because of its supportive role in human resource management, as it supports the functions and practices of human resource management in order to accomplish them in the best way, in the least time, and it does not change these functions in themselves, but rather aims to Changing the methods of doing it based on digital technology so that human resource management keeps pace with the continuous digital transformation, and also makes individuals contribute to the administrative work of human resources to a greater extent and more effectively

**Keywords:** digitization, human resource, human resource management

**الملخص:** تهدف هذه الدراسة إلى تبين مساهمة الرقمنة في تحسين أداء الموارد البشرية لما لها من دور داعم في إدارة الموارد البشرية، حيث تدعم وظائف وممارسات إدارة الموارد البشرية بغية إنجازها على أحسن طريقة ، بأقل وقت وهي لا تغير هذه الوظائف في حد ذاتها بل تهدف إلى تغيير أساليب القيام بها اعتمادا على التكنولوجيا الرقمية بحيث تواكب إدارة الموارد البشرية التحول الرقمي المستمر ، كما تجعل الأفراد يساهمون في العمل الإداري للموارد البشرية بدرجة أكبر وفعالية أكثر  
- الكلمات المفتاحية: الرقمنة، المورد البشري، إدارة الموارد البشرية

### Introduction and Research Problem:

Our current societies are experiencing a distinct stage of development that can be considered a product of technological advancements. In comparison to its predecessors, this stage can be deemed highly advanced. The development was prompted by the needs and requirements of human service. However, it is not

only the human requirements and needs that necessitated this progress, but also the fact that humans themselves require continuous updates. Consequently, current technology has become commonplace, or even obsolete, which compels every institution in society to incorporate these changes and emerging developments into their planning.

The advancement of knowledge and technological progress has brought about significant changes within society. The rapid proliferation of technology has made it pervasive in all aspects of social life, including institutions of various types, whether they are private or public, regardless of their specific activities. The speed of technological diffusion has made it necessary for work requirements to encompass the use and integration of technology.

Considering that an institution is a subsystem of the larger societal structure, which is the community, its success today largely depends on its ability to adapt to the changes in the rapidly changing work environment, especially in light of the openness to the global economy, which includes modern approaches to improve and develop its production (the institution) and services. Therefore, development has become an essential requirement for growth in the face of current changes and conditions.

In the modern time, administrative work requires an environment that is responsive to the adoption of management concepts that have benefits for institutions, especially in the field of technology. Organizations have worked on adopting policies and programs to develop the capabilities of their workforce

and motivate them to improve their performance and strive for efficiency and effectiveness. In order to challenge globalization and technological changes, management is in urgent need of creative management that replace traditional approaches and effectively handles and manages change. It encourages employees to be creative and innovate new ideas, and motivates them to adopt new methods. This is necessary to ensure the survival and development of the institution, enabling it to confront and deal with change. (Ben Radjem Idris, 2022, p. 287).

Human resources are considered one of the most influential and essential elements in organizations. They represent the primary driving force behind all activities that transform inputs into outputs. Although an organization consists of various elements such as tasks, activities, available resources, and machinery, the human element remains the most important. This is because it is responsible for organizing and distributing work, providing material resources, and regardless of how advanced an organization is in terms of its organizational structure, business plans, control systems, and other administrative and technical tasks, it may fail due to the improper selection of personnel or the inability to motivate employees to achieve its goals. Therefore, the survival, development, or decline of any organization depends entirely on the efficiency of its human resources, how it interacts with them, and its ability to motivate them to perform tasks efficiently and effectively. Good and satisfactory performance, which indicates high efficiency, is the result of a combination of motivators. Here, the value of work becomes increasingly important. Focusing on and prioritizing the

performance of each employee is the path to improving and increasing the success of the organization. Because focusing on individual employees positively affects the overall performance of the organization.( Bay Raked :2023, p 538).

Due to the developments in technology, contemporary management has shown increased interest in human resources. This is achieved through the adoption of modern and innovative scientific methods that effectively utilize and develop employees' capabilities, tap into their talents, and unleash their potential for exceptional performance. This is done by satisfying their desires, regulating their behaviors, and attempting to predict and evaluate them in order to calibrate, adjust, and adapt. Therefore, organizations today make efforts to search for and explore mechanisms that contribute to harnessing individuals' mental, physical, psychological, and social capacities to create and develop their motivation for achievement. They direct this motivation towards achieving the established and desired goals, thereby preserving the dynamism and vitality of their members. (Hadjadj Nassimma, 2020, p. 5)

The management of human resources is considered one of the most important functional departments within an organization and the most sensitive one, as it deals with the most crucial element of production and the resource most susceptible to internal and external environmental changes. Most management and functional literature agree that through human resource management, an organization can achieve numerous competitive advantages that enable it to face

environmental challenges, ensure continuity, and sustain its existence. This is achieved through the practice of various functions, foremost among them being job analysis and description. Both Carruth and Maher consider this function to be the most important and the first step, as it determines the characteristics of individuals employed in the organization and the extent to which they match the job specifications (i.e., the right person in the right place). Moreover, all human resource management practices are based on this function. (Khaled Abdulrahim Al-Haiti, 2005, p. 11)

The communication of an organization has evolved due to several factors, such as competition among institutions. The need for communication has increased as some institutions engage in competitive practices, necessitating the use of faster and stronger means of communication. Another factor contributing to this development is the audience's familiarity with this type of communication. The public now demands it, requiring institutions to respond to this demand. Lastly, the advancement of communication channels and the emergence of modern communication technology have opened up new horizons. Progress and development have created a sense of acceleration in the business field and intensified competition as technological advancements in production have accelerated. The human element, or human resource, is one of the most important factors contributing to technological development because it works on continuous improvement through its capacity for creativity, innovation, and enhancement. These are qualities unique to humans and have contributed to technological advancement through their requirements and needs for them.

Among the Algerian institutions that have a strong focus on human resources and have recognized the importance of digitization and modern communication technology and their impact on communication between human resources and the organization are sports institutions. Therefore, it can be said that digitization has become an important and influential topic in the performance of organizations. This will be addressed in this scientific paper by answering the following questions:

- What are the possibilities of implementing digitization as an approach to improving the performance of human resources in sports institutions?
- What is the role of digitization in human resource management?
- What is meant by digitizing human resources?
- Does digitization contribute to performing human resource functions?

Through this research paper, we aim to address and answer these questions by discussing human resource management in sports institutions and the conceptual framework of digitization. We will also explore the digitization of human resource management in sports institutions.

## Chapter One: Human Resource Management in Sports Institutions

### Human Resource Management Concept:

Human Resource Management is defined as the administrative activities related to acquiring, developing, motivating, and retaining the human resources needed by an organization, in order to achieve organizational goals with the highest levels of efficiency and effectiveness. (Djamel Eddine Almersi, 2006, p.16)

As defined by Hassan Ibrahim Ballout, Human Resource Management is "the management that believes that the employees at various levels of the organization are the most important resources, and it is one of its most important duties to provide them with all the means that enable them to perform their work, for the benefit of both the organization and the employees. It also continuously monitors and supervises them to ensure its success and the success of the public interest." (Hassan Ibrahim Ballout, 2002, p.18)

The British Institute defines it as: "The responsibility of all those who manage people, as well as a description of the work of specialists in this field. It is the part of management that deals with the employees and their relationships within the organization. It is applicable not only in the industrial or commercial sectors but in all areas of employment." (Salaheddin Abdelbaki, 2005, p.16)

The contemporary concept of Human Resource Management :

"It is the process that an executive manager in any organization must undertake, starting from identifying future human resource needs in terms of quantity and quality, and proceeding with the selection of the best candidates to fill positions. It involves evaluating their performance, identifying their training needs, proposing promotions, motivating them, addressing their issues, and engaging in dialogue with HR managers regarding these aspects when advice and guidance are needed, in order to achieve the goals of the organizational unit they lead." (Samir Mohammed Abdelouahab, 2007, p.14)

The importance of human resource management:

Human resource management plays a crucial role in determining the effectiveness, efficiency, and competitive capability of an organization, and its practices contribute to the competitiveness of organizations in several ways. The importance of human resource management can be summarized as follows:

- Enhancing the organization's ability to attract and retain the best talent.

Proper human resource planning provides management with the necessary indicators to meet the organization's workforce needs and develop their skills in the short and long term.

- Effective recruitment and selection processes result in hiring the best individuals for vacant positions and facilitating their placement in suitable roles.
- Performance evaluation and training help develop employees by equipping them with new skills, knowledge, and behavioral capabilities that enable them to handle future tasks.



- Good human resource management also motivates employees to perform at their best, increasing their loyalty and commitment to their work and organizations.
- Additionally, individuals' awareness of promotion and advancement opportunities within the organization, along with personal and professional development and receiving rewards commensurate with their achievements, encourages high performance and positive behavior in their work.

(Basyouni Mohammed Al-Baradie, 2005, pp. 18-19)

1. Objectives of Human Resource Management:

- Social Objective: The ethical and social responsibility of meeting individuals' needs and societal challenges while minimizing negative impacts on the organization. Examples of these objectives include compliance with laws and regulations and managing the relationship between management and labor unions.
- Organizational Objective: Achieving organizational effectiveness, where management serves as a means to assist the organization. Examples of these objectives include fostering relationships between management and employees,

selection, planning, training, and development to achieve organizational goals.

- Functional Objective: Human Resource Management must provide the departments and units within the organization with the necessary quantity and quality of available individuals to maintain suitable levels for organizational requirements. If Human Resource Management fails to fulfill its functions, it will lose its value.
- Personal Objective: Human Resource Management works towards achieving employees' personal goals by protecting, retaining, and developing their capabilities, as well as facilitating career paths. This objective requires attention from Human Resource Management. (Salaheddin and Ali Al-Hadi Muslim, 2007, p. 43)

In order to achieve its objectives, Human Resources Management must be aligned with the organization's goals, which encompass two fundamental objectives:

A. Efficiency: It is manifested through the relationship between the inputs of the production process and its outputs. Efficiency is achieved when the value of outputs exceeds the value of inputs, and through the organization's commitment to maximizing the utilization of human resources.

B. Justice: This goal depends on the decisions and procedures related to dealing with human resources. The more there is fairness in matters of recruitment, training, evaluation, and incentives, the more it leads to employee satisfaction. Justice can be measured from two perspectives: the organization and the employees. The organization can achieve justice through clear policies that avoid bias or favoritism in all matters related to employees, and by fulfilling their desires and aspirations. On the other hand, we can judge organizational justice by observing the rates of grievances and complaints, their severity, and their impact on employee morale. (Adel Harhouch and Moayed Said, 2006, p.17)

In light of these two objectives, the main goals of human resource management can be summarized as follows:

- Acquiring competent individuals to work in various positions in order to produce goods or services in the best ways and at the lowest costs.
- Maximizing the utilization of employees' efforts in producing goods or services according to specified quantitative and qualitative standards.
- Achieving the employees' sense of belonging and loyalty to the organization, while preserving and increasing their desire to work in it whenever possible.
- Developing the capabilities of employees through training to cope with technological and managerial changes in the environment.
- Creating good working conditions that enable employees to perform their work effectively, thereby increasing their productivity and financial gains.

- Establishing objective policies that prevent and avoid tasks that expose employees to hazards.
- Ensuring that employees expect to find good job opportunities and that they are provided with opportunities for advancement and promotion within the organization when they become qualified for them.
- Providing good health and social benefits for employees in the organization.

(Adel Harhouch and Moayed Said, 2006, p.18)

Functions of Human Resource Management:

Identifying the functions performed by human resource management is one of the strategic matters that need to be understood in order to carry out the organizational process of this management. However, this management carries out two types of functions:

**Specialized Functions:** The most important specialized functions include job analysis and description, human resource planning, selection, performance evaluation and training, wages and incentives, and building a human information system. The number of these functions varies depending on the top management philosophy, the size of the organization, market characteristics, and the efficiency and skill levels of the personnel in this management.

**Managerial Functions:** The functions of human resource management are not limited to specialized tasks only but also include managerial functions such as planning, organizing, directing, and monitoring. In this regard, it is similar to

other departments in the organization. Each department in the organization must establish plans that achieve the goals for which it was created and develop the organization that enables it to implement those plans, policies, and programs to achieve the set objective. It must lead, motivate, encourage, and direct the activities of employees towards good performance. It also performs the control process to ensure that the work is carried out according to plans, policies, programs, and systems, and takes corrective action to address any deviations that may occur during or after the implementation of the tasks practiced. (Moayed Said Salem and Adel Harhouch, p .26-27)

Most experts and practitioners agree that there are a set of core functions in Human Resource Management that we will discuss in detail for each function:

Certainly! Here are the detailed explanations of each function: Planning: This function involves setting goals, establishing standards, formulating plans, predicting future events, and developing rules and procedures for their implementation. It aims to ensure the alignment of HR activities with organizational objectives.

- Organizing: This function includes assigning specific tasks to employees, creating departments and divisions, delegating authority to supervisors, defining lines of authority and communication, and coordinating the work of managers to ensure the implementation of the established plan.
- Staffing: This function focuses on determining the type of individuals needed to be hired in the organization, attracting the necessary

competencies, selecting the most qualified candidates for job positions, establishing performance standards for individuals, developing effective compensation methods, providing counseling and guidance activities, and caring for training and development activities.

- **Leadership:** This managerial function aims to motivate employees to perform their job duties and develop a high level of morale within the work environment.
- **Controlling:** This function includes establishing control standards such as market share, production levels, and conducting evaluations to assess the extent of actual performance matching the established standards. It also involves taking corrective actions in case of deviations between actual performance and standards.
- **Recruitment:** This function becomes important for human resources management after identifying the needs and includes activities such as attracting candidates for job positions and selecting the best candidates based on the characteristics of the vacant positions. Compliance with relevant laws and regulations is crucial in performing this function as they impact the overall direction of the organization. ( Khaled Abdelrahim Matar Al-Haitami, 2005, p. 36.)

### Training and Development:

This function focuses on:

- Identifying, designing, and implementing training and development programs to enhance and improve the capabilities and performance of employees.
- Developing and implementing administrative procedures and human resources activities to enhance the efforts of total quality management within the organization.

### Employee Relations:

This function focuses on the following:

- Respecting the rights of employees.
- Understanding the reasons and methods used by employees.
- Negotiating and resolving conflicts with employees.

### Performance and Behavior Evaluation of Employees:

This function involves the Human Resources management doing the following:

- Gathering information regarding behavior and performance.
- Determining actual performance levels.
- Evaluating performance by focusing on strengths and weaknesses to enhance the former and address the latter.

### Performance Rewards:

This function involves accomplishing and evaluating jobs, determining the salary and rewards that align with job requirements. Human Resources management can focus on the following in this area:

- Direct compensation.
- Performance-based rewards.
- Indirect Compensation (Hassan, Ibrahim Ballout, 2002, p.18)

B - The relationship between Human Resource Management and Personnel Management.

There is an ongoing debate, especially in the academic field, attempting to identify the similarities and differences between Personnel Management and Human Resource Management.

Similarities:

The management strategies of both Personnel Management and Human Resource Management rely on the overall strategic direction of the organization. Both acknowledge that executive managers are responsible for managing the employees within the organization. There is alignment in the values advocated by both Personnel Management and Human Resource Management, particularly regarding respect for individuals, achieving a balance between organizational and individual needs, and developing employees for their self-fulfillment and contribution to the organization's goals.



Both of them emphasize the importance of placing the right person in the right position and developing their capabilities for the job. They both rely on similar techniques for selection, training, and developing managers, as well as managing performance and competencies. Both also place special emphasis on communication with employees and involving them in developing systems to support employee relations. (Baghdad Chouaib .Conference on Human Resource Development, p. 03)

## 2. Human Resource Information Systems:

### A - The concept of Human Resource Information Systems:

It is defined as "the function that deals with designing and developing Human Resource Information Systems to assist management in making decisions related to the selection, development, and motivation of human resources within the organization."( Souhaila Mohammed Abbas, 2007, p. 47)

It is also defined as "an automated system for collecting, storing, and retrieving information related to human resources."

Additionally, it is defined as "a system designed to perform the function of human resources and primarily seeks to provide managers with information to make decisions related to the effective and efficient use of the human element and to improve its performance in order to achieve organizational goals" (Harchouch Saleh and Mouayad Said, 2006, p. 266).

It is also defined as "a subsystem within the organization, consisting of several interconnected and coordinated subsystems that work together to provide historical, current, and future human information to all stakeholders concerned with the organization's fate and to serve its goals" (Youcef Djohaim Al-Taie, 2010, p. 533).

And so the **Human Resources Information System**, which is a function of the Enterprise Information System. It specializes in storing, processing, and retrieving information related to employees within the organization. In order to assist managers in making appropriate decisions.

B-The stages of transitioning from a manual system to a computerized system in Human Resource Management

It can be outlined as follows:

- ✓ Feasibility Study: This stage involves the following:
  - Diagnosing and accurately identifying the problems.
  - Identifying potential internal and external obstacles that may affect the use of the system.
  - Determining operational requirements.
  - Conducting the study and presenting the initial report.
- ✓ International System Design: This stage includes the following:
  - Providing a detailed written description of the expected system.

- Identifying alternative systems that align with the objectives and constraints.
- Evaluating the alternatives.
- Providing recommendations.

(Harhouch, S., & Mouayed, S. (2006). Human Resource Management: Concepts and Applications, p. 272)

✓ **Engineering Study:** This stage included the following:

- Identifying the technical requirements for the physical components of the system (hardware, operating procedures, supporting tools).
- Conducting a preliminary study on the effectiveness analysis of alternative engineering design systems.
- Selecting the appropriate design.
- Providing recommendations.
- Presenting a detailed presentation of the system's personnel requirements.

✓ **System Testing and Implementation:** It proceeded as follows:

- Testing of subsystems.
- Testing of the proposed overall system for human resource information systems.

✓ **System Monitoring and Evaluation:** This stage included:

- Performance measurement.
- Performance evaluation.
- Making necessary adjustments.
- Implementation.
- Continuous monitoring.

## **The Second Topic:**

### **The Conceptual Framework of Digitalization**

#### **The Concept of Digitalization: (Touaibia, Djalila ., 2022, p. 18-19)**

There are several definitions of digitization. Among them:

Samuels Mark defines digitization as "a process that involves using technologies to redesign processes and activities to become more efficient."

Some define digitization as "the process by which businesses transition to a digital model that relies on digital technologies to innovate products and services and provide new revenue streams, increasing the value of their products." From this perspective, digitization is the process of utilizing digital technologies in various areas of an organization's operations and developing an information system that aligns with the advancement of digital technology to achieve the organization's goals. According to Riemer, digitization can be considered both a threat and an opportunity:

The rapid change in digital technologies can have a negative impact on business practices, as some organizations may struggle to keep up with this change.

Disruption of individuals' daily lives due to the influence of communication tools and virtual platforms on social relationships.

Disruption of work practices, as social media platforms, for example, can disturb the flow of information.

Digitization can cause disruptions in work systems compared to traditional systems, particularly with the shift towards remote work. In summary, these factors can be seen as a double-edged sword, influencing both negatively and positively at the same time.

### **Digitization objectives :**

The organization aims to achieve several objectives and perspectives through the implementation of digitization, including:

- Financial investment in digital tools and employee training.
- Effective leadership in utilizing the latest digital tools and technologies.
- Exploration of new tools and technologies across all business sectors.
- Continuous adaptation to new online marketing and sales techniques.
- Strong relationships among entrepreneurs, colleagues, partners, and customers.
- More collaborative project management.

### **-- The Importance of Digitization.**

The importance of digitization is manifested in the following elements:

Digitization saves effort, time, and costs.

It improves operational efficiency.

It simplifies procedures to enhance the utilization and quality of services.

It enables organizations to expand and reach a wide audience.

It provides modern methods for delivering services.

### **Requirements for Digitization:**

Achieving the process of digitization is the result of the collaboration of multiple parties, as it depends on several factors to varying degrees. Firstly, the availability of the basic infrastructure for digitization is crucial. Secondly, qualified human resources play a significant role, represented by skilled personnel in the field of information technology, communication technology, and other related areas of

digitization. Additionally, financial resources are essential, along with the necessary hardware on which this process relies. Furthermore, it is important to consider the legal framework. Based on this, the fundamental requirements for digitization can be summarized as follows: (**Hamidouch , Ali and Bouzida, Hamid: 2020, p. 47.**)

**Legal Requirements:** These refer to laws and regulations that are put in place to provide the appropriate environment for work in accordance with digital transformation.

**Organizational and Administrative Requirements:** These involve the necessary procedural adjustments to the organizational structure of the entity, aiming to facilitate the implementation of digitization, activate its flexibility, and enhance its effectiveness in various functions.

**Technical Requirements:** They can be further divided into three categories: Infrastructure requirements related to communication networks and the internet.

Information infrastructure requirements, which involve the presence of efficient information systems capable of providing information from reliable sources.

Requirements related to software tools or digital technology, with the presence of human capabilities capable of handling and developing these tools.

### **The Third Topic:**

#### **Digitization of Human Resource Management in Sports Organizations.**

1-**The concept of digitizing human resource**, as described by **Touaibia Djalila**, refers to the digital transformation that is currently impacting the human resource industry as a whole. This transformation is largely driven by advancements in data collection, analysis, and various technologies.

Tom Pink defines digital human resource as the knowledge of using technology to assist in its functions. Digital human resource is also known as the digitalization of human resource services and processes, utilizing social, mobile, analytical, and cloud technologies. It represents a radical change in both approach and execution, occurring in a connected series as organizations progress. Its goal is to improve both the employee experience and organizational success by transforming HR from a paper-based, transactional, and time-consuming function to a digital-first, mobile, and enhanced one. Its objectives include enhancing employee engagement, retention, and tangible organizational success through continuous and agile transformation.

In summary, digitizing human resources involves a set of procedures that allow for the digitization of tools, information, and data related to human resources within an organization. The aim is to transform human resource management into a digital approach.

### **2-Steps for Digitizing Human Resource Management:**

**Redefining Roles:** Human resources should redefine their roles as a team to assist management and employees in adapting to digital thinking, adapting to networked organizational structures, analyzing organizational networks, and digital leadership models.

**Upgrading Core Technologies:** This involves replacing outdated systems with integrated cloud platforms to establish a robust infrastructure. It also includes developing previous tools for recruitment training and performance management, as well as adopting user-friendly systems for employees.

**Developing a Multi-Year Strategy for Human Resource Technology:** Given the current evolution of HR technology, it is essential to build a long-term strategy that includes cloud-based enterprise resource planning, analytics applications, artificial intelligence tools, case management, and other solutions.

**Building a Digital Human Resource Team:** It has become necessary to dedicate teams to find solutions using artificial intelligence for the development of recruitment and training activities. Large organizations currently have digital design teams in human resource , working on designing prototypes and launching their own applications.

**Organizing Human Resources in Experienced Networks with Strong Business Partners:** The organization's HR model needs to be reconsidered to focus on employee expertise, analytics, culture, and open communication channels between high-performing human resource teams that engage in leadership activities and can learn from each other.

**Making Innovation a Core Human Resources Strategy:** The organization should encourage innovation in all human resource activities. Many organizations rely on new practices to digitize this field, including design thinking workshops, Hackathons, and adopting new recruitment methods, including using digital data to find human resource resources that achieve the highest performance in the organization.

**Rotating Young Workforce in Human Resources Positions:** The organization should rotate employees to and from human resource management to provide reverse mentoring for senior leaders. Additionally, hiring new graduates with analytical skills in human resources is beneficial.

**Implementing Benchmarking:** The organization should rely on external speakers to join research programs in order to benefit from the findings of other organizations in the field of digitization.



### **3-The goal of implementing digitalization in human resource management.**

When we talk about digitalization of human resources, the first thing that comes to mind is removing the physical aspect from payroll records. However, the goals of digitalizing human resources go beyond that, aiming to reduce the volume of distributed and stored papers at the organizational level. In fact, digitalizing human resources aims at four main objectives within organizations.

#### **Developing and enhancing its electronic reputation as part of the organizations' social responsibility approach:**

In fact, the initial impact of digitalizing human resources is significantly reducing paper printing and various administrative exchanges, as well as removing the physical aspect from payroll records, leave requests, and employee files. All of these points represent some of the actions that can be highlighted and communicated by the company as part of its social responsibility approach. Consequently, organizations can indirectly enhance their competitive position compared to other organizations and improve their electronic reputation. This allows them to attract new talents. On the other hand, digitalizing human resources, particularly in terms of recruitment, also contributes to improving the organization's electronic reputation.

#### **Improving internal job management:**

As a result of digitalizing human resources and eliminating the physical aspect of information and data,

organizations work on enhancing the management and effectiveness of their internal operations

. They aim to reduce the risks associated with document loss, misplaced records, and missed deadlines, particularly in the following areas:

Training Recruitment .Time and vacation management. Payroll

- **Increased productivity in human resource management through digitalization:** Automating time-consuming administrative tasks will undoubtedly allow human resource managers to save time and focus on other essential aspects of their human resource responsibilities. Consequently, human resource management can concentrate on important issues such as talent management, predictive job and skills management (GPEC), recruitment, and employee retention.
- **Improving quality of work life:** Digitalization of human resources is also an option organizations turn to in order to enhance the quality of work life by achieving workplace well-being. It facilitates access to information, improves communication between departments, reduces the time required for handling requests and responding to them, and promotes new work arrangements such as remote work. Employees will experience greater happiness and productivity in their tasks, reducing work-related stress, turnover rates, and more.

#### **4-The role of digitalization in executing Human Resources functions:**

Digitalization plays a supportive role in performing human resources functions. Here are some of these roles:

Role of digitalization in recruitment: Electronic recruitment is a prominent aspect of digitalizing the hiring process. It involves using digital technologies to attract candidates and conduct recruitment processes. For example, organizations utilize websites, search engines, job boards, and online databases to advertise positions. Job seekers can electronically submit their applications, and the organization can review and select candidates without the need for them to physically visit the company's premises( Zouaoui Houda Mayouf : 2019 p 67 ).

**Role of digitalization in Human Resources training:** Digitalization is evident in electronic training, which refers to using the internet to deliver information, knowledge, and training to employees. .( **Sayed Abdarasoul Hossem :2013 p41**)

It offers an administrative, scientific, and training-oriented approach that eliminates time and location constraints, providing faster and cost-effective training solutions.

**Role of digitalization in compensation management:** Digitalization is reflected in electronic compensation systems used for executing and disbursing wages in organizations. These systems offer benefits to users and evaluate the effectiveness of compensation systems. They are efficient and capable of achieving the organization's overall objectives.

Additionally, digitalization facilitates payroll calculation through the use of payroll software.

**Role of digitalization in managing career paths:** Organizations focus on the career paths of their employees, which are based on factors such as acquired experience and individuals' proficiency in assigned tasks. These factors contribute to employees' progression to better job positions. The digital technology is utilized to monitor and manage career paths effectively.

**Conclusion:**

It can be concluded that digitization plays a supportive role in human resource management, as it supports the functions and practices of human resources management to be carried out in the best way possible, in less time. Digitization does not change these functions themselves, but aims to change the methods of performing them by relying on digital technology, allowing human resource management to keep up with the ongoing digital transformation. It also enables individuals to contribute more effectively to human resource administrative work.

Digital technology is a necessary means for digitizing the data involved in automating various processes in the human resource information system. This process requires the necessary infrastructure of technological, financial, human resources, and human resource information systems. It can be said that digitization plays an important role in facilitating the operations, functions, and practices of human resource management.

In conclusion, several points were reached in this study, including:

Digitization plays a crucial role in facilitating the functions of human resource management.

Digitization requires several pillars, including digital technology, human resources, and financial resources.

The role of digitization in compensation management is highlighted by facilitating payroll calculation using payroll software.

Digitization plays a role in the recruitment process through e-recruitment.

Digitization helps reduce paperwork in human resource management.

E-management is one aspect of digitizing human resource management.

The study recommends the generalization of digitization to all functions of human resource management and not limiting it to payroll calculation. It also

suggests that sports organizations should employ specialized digital human resource management professionals. Furthermore, training workers in the field of digitization is necessary to facilitate its implementation in sports organizations.

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