

Career guidance and its role in enhancing institutional excellence among employees in sports institutions

التوجيه الوظيفي ودوره في تعزيز التميز المؤسسي لدى العاملين في المؤسسات الرياضية

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**Abstract:** Notre étude visait à connaître le rôle de l'orientation professionnelle dans l'amélioration de la performance institutionnelle, une étude de terrain de la Direction de la Jeunesse et des Sports de l'État de Tissemsilt, en identifiant l'apport de l'orientation professionnelle dans l'amélioration de la planification stratégique dans les institutions sportives. s'est appuyé sur l'approche analytique descriptive adaptée au sujet de l'étude, et l'échantillon de recherche était simple aléatoire, composé de personnes 32. Un employé de la Direction de la Jeunesse et des Sports de l'État de Tissemsilt, les résultats de l'étude ont conclu que l'importance de la planification stratégique réside dans le fait d'aider l'individu à considérer les opportunités disponibles par rapport à ses capacités, et également de l'aider à réaliser le progrès et le développement de son cheminement de carrière, car cela augmente son sentiment de satisfaction et la présence d'un bon plan de carrière. l'accompagnement Pour l'individu, il permet de déterminer les points fondamentaux de son parcours professionnel et d'atteindre la satisfaction des collaborateurs.

**Keywords:** Career guidance - Institutional excellence -Sports institutions

**المخلص :** هدفت دراستنا إلى معرفة دور التوجيه الوظيفي بتعزيز الأداء المؤسسي دراسة ميدانية مديرية الشباب والرياضة لولاية تيسمسيلت وذلك بالتعرف على مساهمة التوجيه الوظيفي في تعزيز التخطيط الاستراتيجي في المؤسسات الرياضية، اعتمدنا في دراستنا على المنهج الوصفي التحليلي لملامته موضوع الدراسة، وكانت عينة البحث عشوائية بسيطة مكونة من 32 موظفا في مديرية الشباب والرياضة لولاية تيسمسيلت، وخلصت نتائج الدراسة إلى أنه تكمن أهمية التخطيط الاستراتيجي في مساعدة الفرد على النظر إلى الفرص المتاحة مقارنة بقدراته، وأيضاً مساعدته في إدراك تقدم وتطور مساره الوظيفي فإن هذا يزيد من شعوره بالرضا، كما أن وجود خطة جيدة للتوجيه الوظيفي للفرد تساعد على تحديد النقاط الأساسية لمسار الفرد المهني وتحقيق رضا العاملين.

- الكلمات المفتاحية : التوجيه المهني، التميز المؤسسي، المؤسسات الرياضية

### **01-The introduction and the problem:**

The concept of "management of excellence" was developed to express the need for a comprehensive approach that brings together the elements and components of building the organization on a superior basis that achieves unprecedented capabilities distinct from the competing organizations, and makes the organization capable of facing variables and external situations on the one hand, and ensures the interdependence, complementarity and coordination of its elements and components on all axes, the investment of its pivotal capabilities, superiority in the markets and the realization of benefits and benefits for stakeholders, including the society itself. **(Mohamed Saad Mahmoud, 2023), p. 267**

This has created an urgent need for frameworks that allow organizations to have a basic structure for designing, implementing and improving a comprehensive management system through which the organization can assess whether it is on a path of excellence or not. These frameworks are called "excellence management models", or in other words, excellence management frameworks that seek high performance that enables the production of the required value added for all stakeholders **(fernando criado and others, 2019) p45**

The clarity of the nature of human resources management forms the basis for the analysis and characterization of jobs, and is considered the first task to be undertaken, through which information is collected, analyzed and described in a definitive list describing the job and the incumbent. On the basis of this, various activities related to human resources issues in the organization are put in place in terms of their selection, employment provision of their training needs, establishment of a fair and objective system of remuneration and incentives and contribution to their career guidance **(Mohamed Moslem, 2010), p. 115**

Thus, the subject of professional guidance has become an important topic for organizations. Orientation programs have become an indispensable social and educational necessity because of their importance in helping young people to make appropriate decisions regarding their professional projects, even though at some stage each young person is obliged to follow certain tests of their individual life, and it is difficult to point that there is a significant impact on the existence of support Professional Orientation (Fateeha, Hafidh Rahima, Ben Zeroual, 2022) p.08.

This observation is the main objective that makes us emphasize the need to develop professional guidance programs in sports institutions and to include them in human resources management strategies. In light of this study's ideas, which shed light on career guidance, we ask the following question: Does career guidance contribute to strengthen institutional excellence (strategic planning, staff satisfaction) in sports institutions ?

## **02-General hypothesis:**

\* Career guidance contributes to institutional excellence (strategic planning, staff satisfaction,) in sports institutions.

### **2-1-Partial Hypothesis:**

- Career guidance contributes to strategic planning in sports institutions.
- Career guidance encourages increased satisfaction among staff at sports institutions.

### **2-2- Aim of the study:**

Research derives its importance from the fact that it provides a framework for achieving institutional performance through the use of professional guidance in institutions.

This gives it scientific significance in linking two variables, since good management of human resources and putting the right man in the right place is a "strategic weapon" for outstanding institutional performance. In addition to professional guidance within the institution, it is one of the modern methods that may affect the level of

institutional performance and thus measure its actual impact through performance evaluation using a set of indicators.

- Highlight the importance of career guidance in an individual's life since the profession is one of the most important factors to build himself in the human society to which he or she belongs.

Identify the main obstacles that affect institutional performance in sports institutions.

### **2-3- Significance of the study:**

- The importance of the topic of professional guidance is evident in its novelty.

- Highlight the role of professional guidance in promoting strategic planning in sports institutions.

- The growing interest in professional guidance among researchers and the impact on the satisfaction of employees at sports institutions.

- Build a new vision for future professional orientation in Algerian sports institutions.

### **03-The theoretical part of the study:**

#### **-3-1- The definition of professional guidance:**

- Idiomatically:**In Super's view, vocational guidance is the process of helping an individual to develop and accept a self-image that is integrated and compatible with his role in the world of work, as well as helping him to experience this image in the real world, and to turn it into a reality that ensures happiness for him, and for his community benefit. (Jawdat Ezzat Abdulhadi, Said Hosni El Ezze, 2014)p.19

- Additionally: Professional guidance refers almost exclusively to the entry of a craft or profession, and thus Larousse Le Grand 20th century defines professional orientation as "the possible wise distribution of young people between trades and professions" . (Kelila Soumia, 2017) p31.

- Procedurally:** Professional orientation is the process of helping an individual reach an appropriate profession that meets his or her aspirations and corresponds to

his or her psychological, physical, mental and social abilities and preparations for the purpose of achieving a productive efficiency.

### **3-2 Institutional excellence:**

-**AlRasheed (2009, p. 114)** defines excellence as: "An intellectual pattern and management philosophy based on an approach that is linked to how to achieve tangible results for the institution to achieve balancing in satisfying the needs of individuals, whether from stakeholders or society within the framework of administrative innovation and continuous improvement." **AlShamayleh (2004, p. 42)** points out that institutional excellence enables the individual to continue performing despite the monotony and modality of work, as excellence is an important requirement to raise performance to a level commensurate with their abilities and skills to the top performance.

Institutional excellence is an advanced stage of excellence in work, effective performance based on pioneering concepts that include a focus on performance and results, the ability to rely on results, not prior to others, and to be identified through exposure to error, or to others, Proper planning, proper execution, direction and continuous evaluation (Abu El Nasr, 2008, p. 112) (**Dr. Maha Ahmed Al-Garzaei, 2018**)p21

-**Procedurally:** Internal and external enterprise environment study Identifies strengths, weaknesses, opportunities, and threats to achieve high levels of performance.

-**3-3-Sports institutions:** They are organizations established by society to serve the sports sector and they are like any other institutions, they have an organizational structure that is compatible with their size and purpose.

-**Idiomatic definition:** A group of human and material resources available according to scientific principles and concepts and their means are elements of the administrative process that achieve continuous development and increase in the competency and achievements of athletes in accordance with the supervision of the sports administration

n, which works to organize and unify the efforts exerted by those working in the sports field, and the other that guides them in a way that is consistent with the policy of the sports institution. (Zagaar Farouk, Boussag Fateeha, 2023)p522.

**-Procedurally:** A body with legal personality, established by society to serve the sports sector in all aspects, and with an organizational structure that is compatible with the size and objectives of this institution, in a way that benefits the community and is in line with its objectives.

#### **4- Previous studies:**

##### **4-1-Studies related to professional guidance:**

**The first study: Maha Abdullah Abu Bakr Abdul Shafie, 2021, entitled "Evaluation of professional guidance projects in industrial secondary education in Egypt"**

The current research paper aimed to: Evaluate vocational guidance projects in industrial education in Egypt, highlight the most important strengths in an attempt to invest and maximize them, identify weaknesses in an attempt to diagnose them and explain their reasons, and propose ways to overcome them. The paper dealt with evaluating vocational guidance projects in industrial education In Egypt, led by the German EPP project, and after examining the strengths and weaknesses of the project, the research paper came up with some proposals, whose role is to highlight the strengths and benefit from them, and to monitor and overcome the weaknesses.

**Second Study: Bosna Mahmoud, Tarzoulat Amrouni Hourieh (2014) on "Mentoring Programs from Global Experiences to Local Practice A Demonstration of Applied Experience in Algeria"**

The objective of this research is to develop and develop the capacity, knowledge, attitudes, motivation and necessary concepts of the participants to conduct appropriate and ripe academic and professional tests and to plan in practice and objectively to access and achieve them This research is among the concerns of

researchers and those interested in the guidance process and its procedures in many countries, including Algeria, which seeks to provide pedagogical support for teachers, both in educational institutions and in training, through the development of pedagogical programs that work to create the conditions and factors through which an individual can formulate a choice within the framework of a future study and professional project.

#### **4-2-Studies related to institutional excellence:**

**Study 3: Fatima bint Salem bin Haddoub Al Mugheriyya (2023)** The study aimed to identify the impact of strategic leadership practices in their dimensions (strategic direction identification, human capital development, participatory decision making, support for organizational culture) and apply them in the Ministry of Trade, Industry and Investment Promotion in the Sultanate of Oman. To achieve the study's objectives, the researcher used the analytical descriptive approach, represented the study community of staff in the Ministry, the facilitated sample method was used, data was collected from a sample of 262 employees, and the researcher used the SPSS program for statistical analysis of data. The results of the study showed a positive, morally significant impact of strategic leadership practices on institutional excellence; After determining the most effective strategic direction, it was followed by supporting the organizational culture, developing human capital, and finally taking participatory decisions. The study recommended the need to involve employees periodically through meetings and workshops to ensure the clarity of the strategic plan, and to provide rewards and incentives to ministry employees in recognition of their contributions and creative ideas, and to strengthen the ministry's decentralization of decision-making.

#### **4-3-Extent of benefit from previous studies:**

These earlier and similar studies yielded the following benefits:

- Identify the specific questions for the research problem we're studying.

The attempt to study the subject from an angle that has not been studied before, according to what the researcher found.

-These studies help us build the questionnaire and the questions asked.

**5-Survey:** Surveys are not fundamentally different from descriptive surveys except for their purposes, as there are still many new behavioral and social domains, making it difficult to identify the problems worth researching, even if the desire to research their specific problems or phenomena is felt, it may be difficult to formulate them scientifically, or to identify the conditions that help them to directly address the scientific facts and data they need to investigate, and to study them more effectively (**rachid zarouati 2008p176**

Considering that the proposed topic of the study is career guidance and its role in promoting institutional excellence among those working in sports institutions.

Our survey also aims to ascertain whether the place of study is suitable for research and the validity of the tool used to collect information on the subject. To obtain this information, we visited the Department of Youth and Sports in Tissemsilt City.

#### **5-1-Areas of study:**

**Spatial domain:** The spatial domain includes the Department of Youth and Sports of Tissemsilt Province.

**Time domain:** The time domain covered the period from October 18th to November 13th.

#### **5-2-Results of the survey:**

1-Accurately identify the study community and gather the necessary information with the sample.

2- Learn about the challenges you may face.

3- Adjust critical variables that affect study results.

4-Discuss the initial questionnaire for the purpose of correction and modification.

5- Collection of final data for the survey estimated at (five individuals) .

**6- Method of study:**The approach used in research, regardless of its type or purpose, is the cornerstone of research, as it helps in giving researchers a scientific and objective character



and adherence to the limits of their research.

The curriculum has many types depending on the nature of the subject and its specificities, and based on the nature of the subject matter dealt with in this research, we relied on the analytical descriptive approach as the most appropriate for the nature of the topic, in order to clarify the role of professional guidance in strengthening some of the dimension s of institutional excellence.

This method expresses the phenomenon to be studied quantitatively and qualitatively, and describes the different aspects of the phenomenon by providing necessary and accurate inf ormation to understand it. (Mohamed Shafiq, 2004, p. 10)

**6-1-Descriptive curriculum:** The descriptive method is one of the most important curricula in the field of scientific research, especially in the field of human sciences. We find that many studies follow this method in analyzing and studying phenomena . The descriptive method is defined as "a way of describing the subject to be studied through correct scientific methodology and portraying the results obtained in expressive digital forms that can be interpreted." (Mohamed Sarhan Ali Al-Mahmoudi, 2019)p.46

**6-2-Study Sample Community :**

-**study community** Heads of Departments and Offices in the Department of Youth and Sports of Tissemsilt Province.

**Table 01** shows the number of employees in each department.

Number	Department	Number of workers
01	Physical Education Department	11
02	Youth Department	13
03	Department of Management, Composition and Means	10
04	Investment and Equipment Authority	07
Total	41	

By the Directorate of Youth and Sports, based on the information provided.

#### 6-3-Study sample:

It is part of the study community from which field data is collected and considered part of the whole in the sense that it takes a group of members of the community on the condition that it is representative of the research community. (Rachid Zerouati, 2008)p344

A random sample was selected from the study community, estimated at 41 employees, and 05 forms were distributed during the survey on November 22<sup>nd</sup>, 2023 at the level of the Department of Youth and Sports in Tissemsilt City. However, they were excluded from the total sample, in addition to 03 forms that were not returned.

**Note:** The total number of staff responding to the questionnaire was 32

#### 6-4-Adjust study variables:

- **Independent variable:** Professional guidance
- **Dependent variable:** Institutional excellence

#### Tool Sikometry Properties:

##### Validate Form :

**Validity of the internal consistency of the study tool:** Each study or scientific research has its own set of methods, depending on the subject matter and the method used, and since the subject matter of the study is "Career guidance and its role in promoting organizational excellence among those working in sports institutions." It is necessary to describe and investigate the phenomenon as it is in order to reach the facts to be achieved. The study tools used are:

**6-5-Questionnaire:** This tool, suitable for the nature of the study, was used by the researcher and includes a form addressed to managers of SMEs active in sports.

#### Debug key:

The student placed the correction key for this form by giving the answer replacements (always, sometimes, never), gradients (02,03, 01) respectively, and in correcting these items, the researchers followed the following method

**Questionnaire psychometric properties:****Table 03: shows the values of the first axis questionnaires Functional guidance**

Numbe rs	Questionn aires	correlation coef ficient	Moral level Si g	Result
01	Q1	0.902	0.00	There is a link Statistically significant
02	Q2	0.888	0.00	//
03	Q3	0.885	0.00	//
04	Q4	0.845	0.00	//
05	Q5	0.882	0.00	//
06	Q6	0.758	0.00	//

**Source: Prepared by the researchers using the questionnaire and SPSS output**

By reading Table 03, we find that the correlation coefficient of all axis questionnaires has a positive value, which means that there is a correlation in most of the first axis questionnaires, and the value was between 0.84 and 0.90, meaning that the relationship was very strong, and from this we conclude that the phrases are internally consistent and measure the purpose of their placement.

Table 04 shows the values of the second axis questionnaires: The functional directive encourages the increase of satisfaction of employees in sports institutions.

Numbers	Questionnaires	correlation coefficient	Moral level Sig	Result
01	Q1	0.892	0.00	There is a link Statistically significant
02	Q2	0.788	0.00	
03	Q3	0.905	0.00	//
04	Q4	0.819	0.00	//
05	Q5	0.935	0.00	//
06	Q6	0.925	0.00	//
07	Q7	0.817	0.00	//

**Source:** Prepared by the researchers using the questionnaire and SPSS output

By reading Table 04, we find that the correlation coefficient of all axis paragraphs has a positive value, which means that there is a correlation in most of the first axis paragraphs, and the value was between 0.78 and 0.93, meaning that the relationship was very strong, and from this we conclude that the phrases are internally consistent and measure the purpose of their placement.

#### **6-6Stability :**

The researcher used the Cronbach alpha factor to measure stability, where the Cronbach alpha factor value was obtained for each axis of the scale and the scale as a whole as shown in the following table :

**Table 05: Values of the Cronbach Alpha for each axis and the questionnaire as a whole for the study.**

Axis	Number of phrases	Alpha Cronbach
First Axis	06	0.967
Second Axis	07	0.976
Total	13	0.986

Of researchers according to the output of the statistical package program spss

The above table shows that the values of the Acronbach coefficient are high at 0.967 for the first axis and 0.976 for the second axis of the scale, at a function level of 0.05 where the Cronbach alpha for the questionnaire asa whole was 0.986, a function value at 0.05 which confirms the internal consistency of the study tool, and therefore is reliable.

- **Data and information collection tools:**
- **Search Tools :**

#### **Application Side Tools:**

The researcher adopted a questionnaire directed at the heads of departments and offices in the Department of Youth and Sports in the state of Tissemsilt, from which the results were presented and studied by statistical processing using a formal selection and giving its statistical significance by meeting it with hypotheses.

After all these steps, we present the interpretation of the results and extraction of conclusions that we compare with the previous research hypotheses.

- **Field application procedures for the tool:**
  - **Scientific terms of the tool:**
  - **Statistical methods:**

Statistical data were processed using the Social Sciences Statistical Packages Program (SPSS), which included the following statistical methods:

Percentages to describe the characteristics of the study community, and to determine the response to the focus and dimensions of the study included in the tool

- arithmetic mean .Standard deviation.the stability coefficient (alpha cronbach)
- Khi-deux test to match the independent and dependent variables .

## **7- Hypothesis discussion:**

### **Presentation and discussion of the first hypothesis :**

**First, career guidance contributes to strategic planning in sports institutions.**

**Table 06:** Sample responses to Axis 1 statements.

Q	Repet ition	Questionnaire Scores			Khi-deux		average	standard deviation	Statistical decision
		always	Somet- imes	never	Calculat ed	Schedul -ed			
01	R	17	11	04	7.938	3.84	2.406	0.712	Statistically significant
	%	54.1	34.4	12.5					
02	R	15	10	07	3.063	3.84	2.250	0.803	Statistically significant
	%	46.9	31.3	21.9					
03	R	13	15	04	6.438	3.84	2.281	0.683	Statistically significant
	%	40.6	46.9	12.5					
04	R	13	12	07	1.938	3.84	2.187	0.780	Statistically significant
	%	40.6	37.5	21.9					
05	R	20	07	05	12.438	3.84	2.468	0.761	Statistically significant
	%	62.5	21.9	15.6					
06	R	06	10	16	04.75	3.84	1.687	0.780	Statistically significant
	%	18.8	31.3	50					

**Source: Prepared by researchers based on questionnaire data and SPSS output**

The first question is: Senior management explains the vision, message, and goal of the foundation for workers In the first statement, 53.1% of respondents consistently answered, while 34.3% sometimes responded and 12.50% considered the management not to clarify the vision, message and goal of workers.

The calculated Ka2 value was 7.938, which is larger than the Scheduled value of 3.84, of which there are statistically significant differences of 0.05 and 2 degrees of freedom.

**-Question 02: Senior management will adopt the strategy according to future needs.**

In the second term, 46.9% of respondents consistently said yes, while 31.3% sometimes said yes and 21.90% considered that senior management did not build the strategy according to future needs.

The calculated KA2 value was 3.063, which is larger than the tabular value of 3.84, of which statistically significant differences were found at the 0.05 and Freedom Score 2.

**-Question 03: Senior management adopts objectives according to the needs and wishes of the beneficiaries**

In the third term, 40.6% of respondents consistently said yes, while 46.9% sometimes said yes and 12.50% considered that senior management did not build goals according to the needs and wishes of the beneficiaries.

The calculated Ka2 value was 6.483, which is larger than the scheduled Ca value of 3.84, of which statistically significant differences at the 0.05 and Freedom 2 levels were found in favor of the more frequent alternative group, which sometimes responded by adopting the strategy of senior management according to future needs.

**-Question 04: Decision-making at the enterprise level.**

In the fourth term, 40.6% of respondents consistently answered, while 37.50% occasionally responded and 21.90% considered that they did not contribute to enterprise-wide decision making.

The calculated Ka2 value was 1.938, smaller than the scheduled Ca value of 3.84, of which statistically significant differences at the 0.05 and Freedom Score 2 were in favor of the more frequent alternative group, which sometimes responded that workers contributed to decision-making at the enterprise level.



**-Question 05: Strategy development enables the organization to achieve its objectives.**

In the fifth sentence, 62.50% of the respondents consistently replied, while 21.9% occasionally responded and 15.60% considered that the strategies put in place did not enable the organization to achieve its goals.

The calculated  $Ka_2$  value was 12.483, which is larger than the scheduled  $Ca$  value of 3.84, of which statistically significant differences at the 0.05 and Freedom 2 level were found in favor of the more frequent alternative the group responded that the strategies put in place enable the organization to achieve its goals.

**-Question 06 Utilize the Foundation's analysis of the capabilities of its internal and external environment, opportunities and threats.**

In the fifth sentence, 18.80% of the sample always answered, while 31.3% sometimes said and 50% considered that the institution does not benefit from analyzing the capabilities of its internal and external environment, opportunities and threats.

The calculated value of  $Ka_2$  was 4.750, which is larger than the scheduled value of  $Ka$  of 3.84, of which there are statistically significant differences at a function level of 0.05 and a degree of freedom 2. These differences were in favor of the more frequent alternative, the group that responded that the institution never benefits from the analysis of its internal and external environment capabilities, opportunities and threats.

**\*Discussion of the results of the first hypothesis:**

And as we look at the different 30 digits, we find that the correlation coefficient of all the first axis paragraphs is positive, which means that there was a correlation, and it was between 0.84 and 0.90, and since most of the questionnaires were moderate or vigorous or very vigorous, we conclude that the terms are internally consistent and measure the purpose for which they were put.

Table 05 above shows that the overall stability factor for the first axis was 0.967, indicating

ng that the questionnaire has a high degree of stability and is reliable in the field application of the study.

Table 06 shows that all vertebrae are statistically significant in favor of the most frequent alternative, so we can reject the hypothesis and accept the alternative hypothesis that functional guidance contributes to strategic planning in sports institutions.

The largest response rate has always been in question 5 (62.50), which is a reference to the development of a strategy that enables the institution to achieve its objectives.

This is consistent with what we have discussed in theory: Excellence is not only the product or service of the organization, but a larger concept that includes the quality of all organizational aspects, whether human and material resources, operations management, structure and organizational culture.

It is also incompatible with the answer to question 6 (the organization benefits from the analysis of the internal and external environment of the organization, which was 18.80% of workers who believe that the management does not benefit from the analysis of the internal and external environment.

\*While it was always the second largest answer in the fourth question, at 64.86, this is in line with the study of Fatima bint Salem bin Haddoub Almugheeria 2023, which concluded that workers must be involved in decisionmaking and participate periodically through meetings and workshops to ensure the clarity of the strategic plan and to provide incentives and rewards for workers.

From this, we conclude that standards for using electronic management contribute to improving strategic planning in sports institutions.

### **View and discuss the second hypothesis :**

**Second area: Career guidance promotes greater satisfaction among staff in sports institutions.**

**Table 07 shows the responses of the sample members on the second axis.**

Questionnaires	Repetition	Questionnaire Scores			Khi-deux		average	standard deviation	Statistical decision
		always	always	always	Calculated	Scheduled			
01	R	14	13	13	4.563	3.84	2.281	0.728	Statistically significant
	%	43.8	40.6	40.6					
02	R	09	11	11	0.438	3.84	1.906	0.815	Statistically significant
	%	28.1	34.4	34.4					
03	R	18	07	07	7.563	3.84	2.343	0.827	Statistically significant
	%	56.3	21.9	21.9					
04	R	12	11	11	0.438	3.84	2.090	0.817	Statistically significant
	%	37.5	34.4	34.4					
05	R	17	08	08	5.688	3.84	2.312	0.820	Statistically significant
	%	53.1	25.0	25.0					
06	R	16	10	10	04.750	3.84	2.312	0.780	Statistically significant
	%	50	31.3	31.3					
07	R	23	04	04	438.21	3.84	2.562	0.759	Statistically significant
	%	71.9	12.5	12.5					

Source: Prepared by researchers based on questionnaire data and SPSS output

**-Question 7: Scores of workers measured (adherence, behavior, competence, loyalty) achieve high levels of satisfaction.**

In the seventh statement, 43.80% of the sample members always answered, while 40.60% occasionally responded and 15.60% considered the measurement of worker performance (adherence, behavior, competence, loyalty) to achieve high levels of satisfaction. The calculated  $Ka^2$  value was 563.4, larger than the scheduled  $Ca$  value of 3.84, of which statistically significant differences were found at a function level of 0.05 and a degree of freedom 2. These differences were in favor of the more frequent alternative, the group that responded that measurement of worker performance (commitment, behavior, efficiency, loyalty) yielded high levels of satisfaction.

**-Question number eight: The Authority shall amend its work regulations in response to the requests of employees.**

In the eighth sentence, 28.10% of the respondents consistently replied, while 34.3% sometimes responded and 37.5% considered that the institution does not modify its work systems in response to employees' requests.

The calculated  $Ka^2$  value was 0.438, smaller than the scheduled  $Ca$  value of 3.84, of which statistically significant differences at the 0.05 and Freedom 2 levels were found in favor of the more frequent alternative, the group that responded that the Foundation does not modify its work regulations in response to staff requests.

**-Question nine: I was directed to work in my major at the university.**

In the ninth sentence, 56.30% of the sample always responded, while 21.9% occasionally responded and 21.90% considered that they had been directed against their college major.

The calculated  $Ka^2$  value was 7.563, which is larger than the scheduled  $Ca$  value of 3.84, of which statistically significant differences at the 0.05 and Freedom Score 2 were in favor of the more frequent alternative group, which responded that their guidance at work was based on their university specialty.

-Question 10: The Foundation agrees with the proposals of employees regarding improvement of working conditions.

On the fifth term, 37.50% of the respondents consistently said yes, 34.4% said yes and 28.10% said no, and 28.10% said no firm agreed with the workers' proposals for improving working conditions .

The calculated Ka2 value was 0.438, smaller than the scheduled Ka value of 3.84, of which statistically significant differences were found at a function level of 0.05 and a degree of freedom 2. These differences were in favor of the more frequent alternative group, which responded that the Foundation agrees with the employees' proposals for improving working conditions.

**-Question 11: A reliable system for collecting, processing, and disseminating information about the career.**

In the eleventh sentence, 53.10% of respondents consistently replied, while 25.0% occasionally responded and 21.90% considered that there was no reliable system for collecting, processing, and disseminating information about workers' careers.

The calculated Ka2 value was 4.750, which is larger than the scheduled Ka value of 3.84 , of which statistically significant differences were found at a function level of 0.05 and a degree of freedom 2. These differences were in favor of the more frequent alternative group, which responded that the institution has a reliable system for collecting, processing and disseminating information about the career.

**-Question 12: I am satisfied with my job and have been briefed about all the information about the position**

In the 12th sentence, 50% of respondents consistently replied, while 31.3% occasionally replied and 18.80% considered that they were not satisfied with their job And were not informed of all the information about the position.

The calculated Ka2 value was 4.750, which is larger than the scheduled Ca value of 3.84 , of which statistically significant differences at the 0.05 and Freedom Score 2 were

found in favor of the more frequent alternative.

The group that responded that they feel satisfied in their job is being informed of all information about the position.

**-Question 13: My cognitive abilities are consistent with the work I've been directed to.**

In the 13th sentence, 71.90% of the respondents consistently responded, while 12.50% sometimes responded and 15.60% considered their cognitive abilities to be inconsistent with the work they were directed to.

The calculated  $Ka_2$  value was 438.21, larger than the scheduled  $Ca$  value of 3.84, of which statistically significant differences were found at a function level of 0.05 and a degree of freedom 2. These differences were in favor of the more frequent alternative, the group responding that their cognitive abilities were in line with the work they were directed at.

**8-Discussion results of second hypothesis:**

And as we go through various tables of 40, we find that the correlation coefficient of each of the second axis questionnaire is positive, which means that there was a correlation, and it was between 0.78 and 0.90, and since most of the paragraphs were either very strong or very strong, we conclude that the terms are internally consistent and measure the purpose for which they were put.

Table 05 above shows that the overall stability factor for the first axis was 0.976, indicating that the questionnaire has a high degree of stability and is reliable in the field application of the study.

By Table 07, all paragraphs are statistically significant, depending on the type of response most frequently used, and this is at the level of statistical significance 0.05 and freedom 2. The value of  $Ka_2$ , calculated at 6.411, is greater than that of Scheduled 3.84. This proves that there are statistically significant differences in favor of the more frequent alternative (always), whereby we can reject the hypothesis and accept the

alternative hypothesis that functional guidance contributes to the strengthening of strategic planning in sports institutions. The largest percentage of the answer has always been in question 13, at 71.90. My cognitive abilities are in line with the work to which I have been directed. My cognitive abilities are the basis for the satisfaction of workers and the performance of their tasks with the least effort.

This is consistent with what Hamdan has reached, and which is the knowledge of the job, and the knowledge which is concerned, and the knowledge which is based on the knowledge and the knowledge of the worker's selftraining, the worker's self-conscious and the decisiontaking We also agree with his studies, while the biggest answer was always in question 85.80, which was directed to work according to my specialization that I studied at the university. This was confirmed by the study of Rushdi Abd Al-Latif Wadi, Kamel Madi 2016, who believes that there is a great coincidence between an employee's scientific qualification and the job he performs, in addition to personal motivations and material incentives. From what we have previously come to the validity of the second hypothesis, therefore the importance of strategic planning is due to forcing the individual to look at the opportunities available compared to his abilities. Also, when the individual realizes that he has made progress and developed during his career path, this increases his satisfaction. Having a good plan for the individual helps determine the basic career path of the individual.

#### **09- Suggestions:**

- Take the necessary and necessary precautions to improve the job satisfaction of employees, which will help guide them in their careers and raise their level of readiness to work.
- Adoption of the principles of excellence management for productive efficiency and institutional excellence.
- Lack of flexibility in the career guidance of employees in sports institutions.

- Human resources management should be provided with psychological tests, professional orientation measures and personality patterns.

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