

The Role of Administrators' Competence in Managing Financial Crises in Professional Sports Clubs: A Field Study of Some Algerian Professional Football Clubs (Mobilis First and Second Professional Leagues)

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Abstract

Professional football clubs in Algeria are facing various and diverse sports crises, especially financial ones, despite their transition to professionalism and the substantial support they receive, whether from the government or the private sector. In light of this, clubs require a comprehensive and consistent response in dealing with crises, which may not be achieved without capable managerial leadership that possesses sufficient knowledge and expertise in sports administration and management. Such leadership often resides in the club administrators.

This study aims to shed light on the level of experience and competence of football club administrators in dealing with the crises, particularly the significant issue of financial deficit. The study seeks to reveal the role of competence, experience, and skill among administrators in overcoming these crises. It also aims to identify the causes of the crisis, explore potential solutions for its resolution, and prepare for its future occurrence.

Keywords: Efficiency of Administrators, Professional Clubs, Crisis Management, Financial Crises.

Introduction:

The process of administration is essential for all organizations. What distinguishes advanced societies from developing ones is effective management, competence, and the ability to utilize human and material resources to achieve goals with the highest degree of efficiency.

In the realm of sports, sports administration plays a pivotal role in sports development and elevating the level of individual and team games. Administration is responsible for formulating plans and strategies, implementing them, and making the most of available

resources. Ultimately, it evaluates work and derives lessons. Therefore, proper administration is the pulsating heart of sports in general and sports clubs in particular. These clubs are administrative and social institutions that encompass various segments of society, including administrative bodies, coaches, players, staff, and the supporting audience that encourages and sustains the club's activities.

Perhaps among the most prominent of these sports institutions are football clubs, which are considered among the most influential sports entities in society. They garner significant public interest, especially in Algeria. Initially, these clubs were amateur, but with economic transformations and the process of globalization, they have transformed into commercial sports companies that prioritize financial gain. This transformation was solidified by Law 10-04 dated August 14, 2004, which mandates all clubs to turn professional and outlines the conditions for their transition. However, these Algerian professional clubs still face several crises, notably management and financial challenges.

Based on the above, dealing with crises is a significant test that demonstrates the effectiveness of administrators in handling difficult situations. Their competence, knowledge, adherence to scientific crisis management methodologies, and their ability to leverage personal and social relationships all play a pivotal role in overcoming these crises. Hence, the success achieved by advanced sports clubs worldwide in crisis management can be attributed to their reliance on specialized teams to handle crises. This involves predicting crises, planning effective solutions for each crisis, mitigating negative impacts, and utilizing the experience gained as a foundation for future crisis planning.

As a result of the aforementioned factors, this study aims to investigate the role of administrators' competence in managing financial crises within professional sports clubs. The objective is to uncover the level of expertise and experience possessed by these administrators and how they navigate through financial crises. Furthermore, the study aims to identify the most crucial solutions and recommendations that should be adopted to mitigate the severity of financial crises and successfully overcome them.

1-Problem Statement:

The world today is characterized by a multitude of crises due to significant changes that have taken place in various aspects of life. These changes have had an impact on individuals within all societies, particularly within Algerian society. It is widely acknowledged that the major challenge facing individuals, organizations, and countries is defined by a series of crises that vary in nature, size, and driving factors. These crises lead to difficulties, problems, and even collapses in values, beliefs, material resources, and human resources. In this context, the administrative process plays a role in managing these crises. What distinguishes advanced societies from developing ones is effective administration, efficiency, and the ability to utilize human and financial resources to achieve desired goals with the highest level of competence.

Undoubtedly, one of these organizations is sports clubs, which continue to grapple with numerous problems and crises, especially with the escalating intensity of sports competitions. Among these sports clubs, professional football clubs stand out, as they face severe sports and financial crises, leading to financial deficits in their management.

In light of the reality of Algerian sports clubs, particularly in football, which have witnessed a decline in their performance and results both regionally and internationally, one of the contributing factors to this decline is the significant financial crises that these clubs find themselves in.

This has prompted us, as researchers, to shed light on an important topic in the field of sports management and administration. We aim to focus on the capability of sports club administrators, specifically those of professional football clubs, in overcoming and dealing with the financial crises affecting their clubs.

Based on this context, we have formulated the following problem statement:

Does the competence of club administrators play a role in mitigating the severity of sports crises in professional football clubs?

This problem gives rise to the following specific questions:

***Sub-questions:**

- Does specialized training of club administrators play a role in managing sports crises for professional football clubs?
- Does the acquired experience of club administrators contribute to managing sports crises for professional football clubs?
- Does following the scientific stages of sports crisis management help in reducing their severity?

2-hypotheses :

2-1- General Hypothesis:

The efficiency of sports club managers plays a positive and effective role in mitigating the severity of crises in professional football clubs.

2-2- Specific Hypotheses:

- Specialized training for managers has a positive impact on resolving sports crises in professional football clubs.

- The acquired experience of managers contributes positively to overcoming sports crises in professional football clubs.

- Following scientific stages in managing sports crises contributes to reducing their severity.

Definitions and Terminology:

1. Competence: Dr. Kamal Abdelhamid Zaytoun (2003) defines competence as "the ability to produce an effective and efficient process to achieve desired results, measured in terms of cost, time, and resources against the quantity of achieved work".

1.2 Procedural Definition of Competence: In our research, we refer to managerial competence, which is the ability to utilize acquired skills and knowledge to effectively manage an entity.

2. Crisis Management: Al Khudairy and Mohsen Ahmed (1993) define crisis management as "a deliberate administrative process based on planning and training, aimed at predicting crises, identifying their internal and external causes, identifying the active parties, and using all available means to prevent and confront crises in a way that achieves stability".

3. Crisis: Crises may divert organizations from many of their central contexts, making the process of achieving their goals uncertain for various reasons. From this perspective, a crisis can be defined as "a state of non-adaptability to the deterministic movement. It consists of a decision or a set of decisions in a specific administrative system. This state often appears in the form of weak guarantees for achieving goals and a state of insufficiency in relation to the decision in question" (Al Arajie, Asim, 1995) .

4. Professional Sports Club: According to Article 46 of Law 04-10, a professional sports club is "a club that organizes paid sports events and competitions, employs staff and athletes for remuneration, and engages in all commercial activities related to its purpose." Thus, a professional sports club can take one of the following commercial forms:

- Sole Proprietorship "EURL"
- Limited Liability Sports Company "SARL"
- Sports Companies with Shares "SSPA"

These companies operate according to commercial law provisions and their associated obligations.

-Commentary on Previous Studies:

Through reviewing the previous and similar studies, it becomes evident that they have addressed the topic of crisis management, managerial competence, and financial management

in various institutions and sectors. Some of these studies have focused on analyzing crises within organizations in a general context, while others have centered their investigation on government entities, as well as on federations and sports clubs.

The objectives of these studies have varied and differed. Some aimed to identify the types and causes of crises and determine the necessary measures to mitigate the recurrence of crises in clubs, federations, and public institutions. Additionally, some studies aimed to understand the role of managers and officials in crisis management, while others sought to assess the capacity of institutions and organizations to confront crises and be prepared for them.

The diversity in the objectives of these studies underscores the complexity of the subject of crisis management and the challenges that institutions encounter in addressing it. Building upon the foundation of these previous studies will contribute to an enhanced comprehension of the potential role of managerial competence in mitigating the severity of sports crises in professional football clubs.

The researchers have drawn upon these studies to establish the general framework of their study, formulate research objectives and questions, select the study population and sample, choose appropriate methodology, data collection tools, and statistical methods for their study, as well as to discuss the study's findings in relation to previous research.

This current study stands as the sole investigation that delves into the role of managerial competence in handling financial crises within professional football clubs in Algeria. By shedding light on this important and contemporary topic in the realm of management, the study contributes to the exploration of crisis management, particularly at the national level and within the sports sector. In doing so, this study paves the way for new avenues of research in this specialized field.

Research Procedures:

- **Research Methodology:** Based on our attempt to understand the role played by the competence of managers in dealing with sports crises, the researchers employed the descriptive method, which aligns with the nature of the studied topic. The choice of this methodology was not spontaneous; rather, it was determined by the nature of the subject that required us to follow the appropriate method.

-Research area :

Spatial Scope:

The field study for this topic was conducted at the level of some professional first and second division Mobilis football clubs in Algeria. We were able to conduct the study only at the level of some middle-tier clubs belonging to the first and second professional divisions of Mobilis. This was due to our inability to visit clubs in other regions and the refusal of some clubs to

cooperate with us. Out of a total of 32 clubs belonging to the two professional divisions, we distributed the questionnaire to seven clubs. Five clubs belong to the first professional division and three clubs belong to the second division. These clubs are as follows:

- Union Sportive de la Médina d'Alger (USMA)
- Mouloudia Club d'Alger (MCA)
- Chabab Riadhi de Belouizdad (CRB)
- Nasr Athlétique d'Hussein Dey (NAHD)
- Union Sportive de la Médina d'Alger (USMH)
- Rais Hamidou (RCK)
- Association Sportive Olympique de Chlef (ASO)

Human Scope:

The sample of the study consists of thirty (30) managers. Due to the inability to cover the entire study population of managers, we selected the most effective ones in club management. These include: the General Manager, the Chairman of the Board of Directors, the Chairman of the Supervisory Board, the Administrative Manager, and the Company Manager.

Temporal Scope: The field study took place from January 2023 to May 2023.

-Research Population: The research population consists of managers from some Algerian professional football clubs in the First and Second Divisions.

-Research Sample: The research sample included managers from professional football clubs in the First and Second Divisions. The sample selection was random, involving seven clubs out of a total of 32 clubs belonging to the First and Second Divisions (Mobilis). The total statistical population represents 160 managers, with five managers selected from each Algerian club.

-Research Tools: In this study, a single questionnaire was used with two main dimensions: specialized training and acquired experience. For the third dimension related to crisis management stages, a ready-made questionnaire was utilized to measure the variables of crisis management stages. This measurement tool (itroff1993&pearson) was obtained from a study by Asim Al-Araj and Zaher Youssef (2004), directed at club managers. It consists of five stages: early warning signal detection, preparedness and prevention, damage containment, activity restoration, and learning stage.

-Method of Analysis and Statistical Treatment:

After the application phase, the collected questionnaire data that met the response criteria were entered into the computer for analysis and processing using the statistical software "SPSS" (Statistical Package for the Social Sciences).

1. Presentation and Analysis of Results for the First Dimension Related to Specialized Training:

Question 1: Do you have a degree in sports management?

Objective of the Question: To determine if the managers hold a degree in sports management.

The table presents the obtained degrees in sports management.

Answers	Frequency	Percentage	Calculated chic-square (X ²)	Tabulated Chic-square (X ²)	Levels of significance	Degree of freedom	Statistical inference
Yes	01	04%	23.51	3.84	0.05	1	Delta
No	23	96%					
Total	24	100%					

Table N° (01)

Analysis and Discussion of Results:

Based on the results obtained in Table (01), the following can be observed:

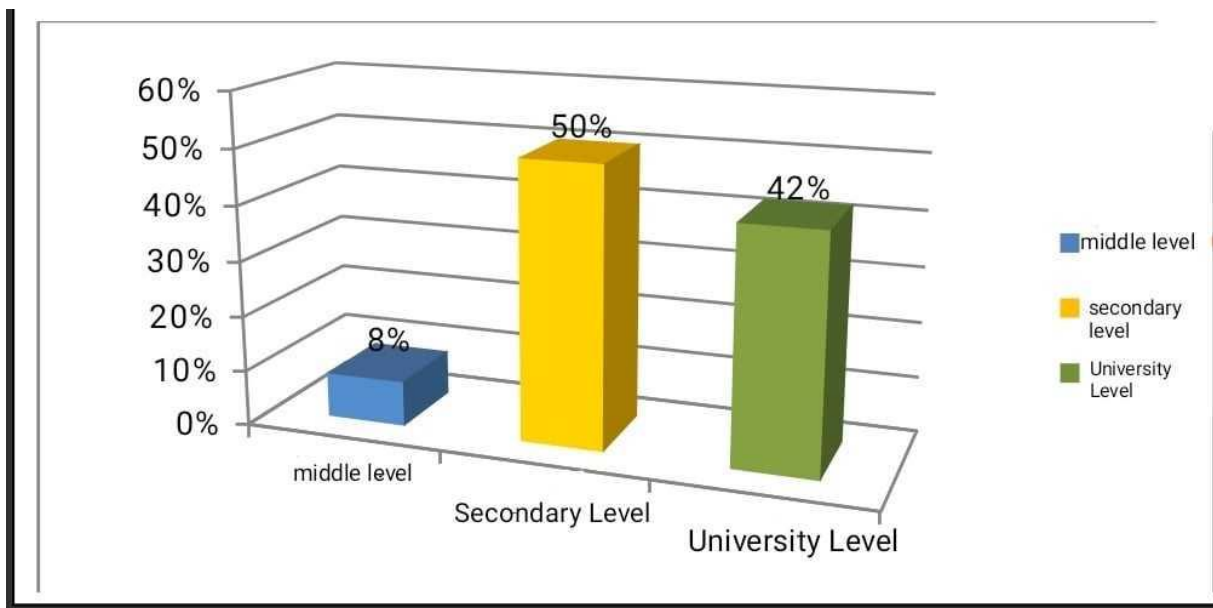
- A percentage of 4% of the respondents from the sample of managers answered "Yes."
- A percentage of 96% of the respondents from the sample of managers answered "No."

Statistical Analysis:

We notice that the calculated chi-square value (x²) is 23.51, and the tabulated chi-square value (X²) is 3.84 at a significance level of a=0.05 and degrees of freedom (DF) = 1. Therefore, the calculated chi-square value (X²) is greater than the tabulated chi-square value (X²), leading us to reject the null hypothesis and accept the alternative hypothesis, which states that there are significant differences between the responses of the managers in the sample.

Conclusion:

Based on these results, we conclude that a significant percentage of managers possess a high school level of education, as confirmed by the 50% response rate out of the total of 24 answers. Meanwhile, 42% of managers have a university level of education, and the remaining 8% are at an intermediate level. Thus, the majority of managers do not have a high level of education, and most of them have a high school level of education.



The chart illustrates the educational level of the managers.

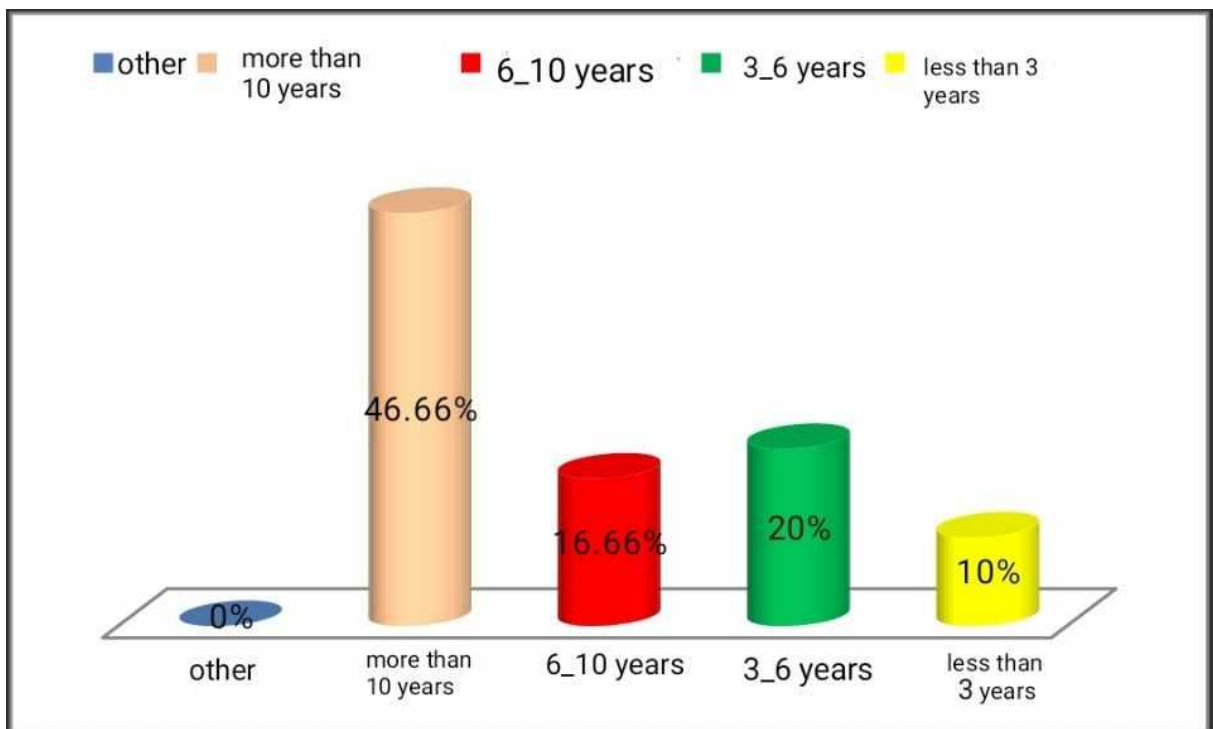
2_Presentation and Analysis of the Results for the Second Axis Concerning Acquired Experience

Question Nineteen: What is the duration of your experience at the club?

Objective of the Question: To determine the duration of the manager's experience at the club level. The table presents the responses of the study sample regarding the duration of experience at the club.

Answers	Frequency	Percentage	Calculated chi-square (X^2)	Tabulated Chi-square (X^2)	Level of significance	Degree of freedom	Statistical inference
Less than	03	10%					

3 years			19.50	9.48	0.05	4	Delta
3_6 years	06	20%					
6_10years	05	16.66%					
More than 10 years	14	46.66%					
Other	00	00%					
Toral	30	100%					



The chart illustrates the percentage of responses from the study sample regarding the duration of experience at the club.

Analysis and Discussion of Results:

Based on the results obtained from the table, it is observed that the calculated χ^2 value is 19.50, and the tabulated χ^2 value is 9.48 at a significance level of 0.05 with 4 degrees of freedom (DF). Thus, the calculated χ^2 value is greater than the tabulated χ^2 value, leading us to

reject the null hypothesis and accept the alternative hypothesis, which indicates significant differences between the responses of the managers in the sample.

From this, it can be inferred that the majority of managers in the study sample have experience at the club exceeding 10 years, with a percentage of 46.66%. Those with experience ranging from 3 to 6 years constitute 20%, while those with experience ranging from 6 to 10 years constitute 16.66%. Finally, those with less than 3 years of experience account for 10%.

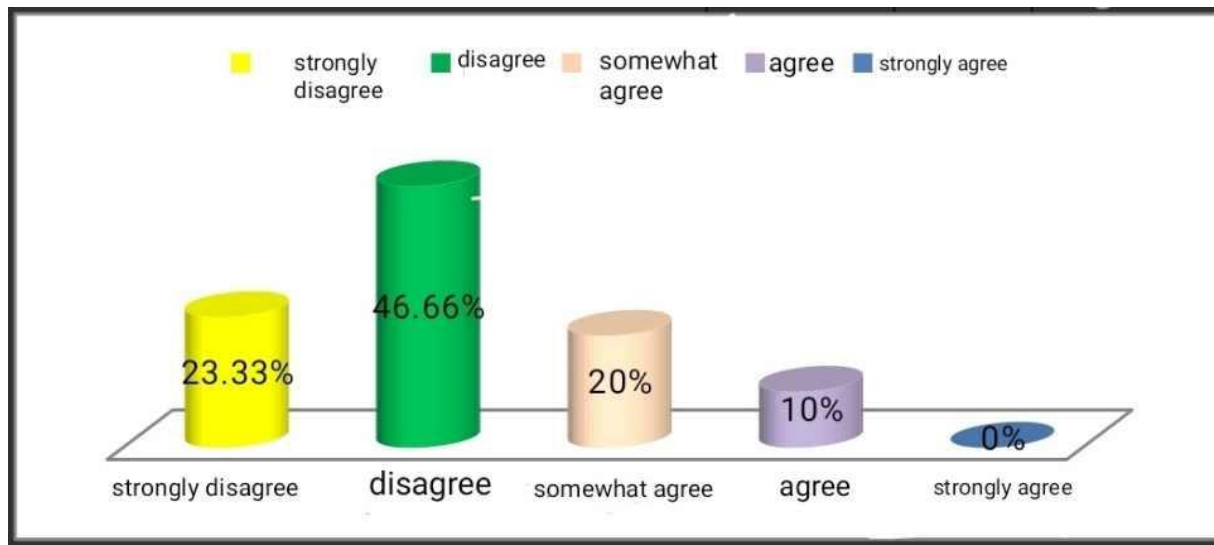
Consequently, the overwhelming majority of managers in the study sample possess substantial experience at their clubs.

3-Presentation and Analysis of Results for the Third Axis: Following Scientific Stages

First Statement: Our club has a dedicated department for monitoring crisis indicators.

The table illustrates the responses from the study sample regarding the presence of a dedicated department for monitoring crisis indicators.

Answers	Frequenc y	Percentag e	Calculate d Chi- square (χ^2)	Tabulate d Chi- square (χ^2)	Level of significanc e	Degree s of freedo m	Statistica l inference
Strongly Agree	00	0%	18.33	9.48	0.05	4	Delta
Agree	03	10%					
Somewha t Agree	06	20%					
Disagree	14	46.66%					
Strongly Disagree	07	23.33%					
Total	30	100%					



The graphical representation illustrates the percentage of responses from the study sample regarding the presence of a dedicated department for monitoring crisis indicators.

Analysis and Discussion of Results:

Based on the results obtained from the table above, it is evident that the calculated χ^2 value is 18.33, while the tabulated χ^2 value is 9.48 at a significance level of 0.05 with 4 degrees of freedom (DF). As a result, the calculated χ^2 value exceeds the tabulated χ^2 value, leading us to reject the null hypothesis and accept the alternative hypothesis, which suggests significant differences between the responses of the managers in the single sample. From this, we conclude that none of the sample participants agreed on the presence of a dedicated department for monitoring crisis indicators, with a percentage of 46.66% from the study's responses.

Furthermore, it is observed that a significant percentage (23.33%) strongly confirmed the absence of such a department, while the responses varied among the study participants who indicated agreement sometimes (20%) and agreement (10%).

Consequently, the majority of managers in the study sample agreed on the absence of dedicated departments for monitoring crisis indicators in their clubs. This agreement constitutes a substantial portion of their responses.

-Discussion of Hypotheses in Light of the Results:

-Discussion of Hypothesis 1 based on the results of the first axis of the questionnaire:

Hypothesis 1 suggests that specialized training for managers has a positive impact on resolving financial crises in professional football clubs.

Upon examining the statistical readings and analysis of the tables related to this axis, covering questions from 01 to 18, we can deduce the following:

The sample participants, who are sports club managers, do not possess a high level of education. Most of the managers in the sample have an educational level ranging from secondary to intermediate. A very small percentage of the study's participants have a university degree. This was evident from their responses to the first question.

Regarding their possession of specialized certificates in management, very few managers were found to possess such certificates. Those who did obtain these certificates did so during a period when the country was facing a complex security situation, referred to as the "Black Decade." This period had a significant impact on all aspects of life, including the quality of education and training.

The results related to questions (5, 6, 7, 8) also highlight the absence of training among sports club managers. The majority of clubs do not demonstrate an interest in training their managers, whether in sports management or crisis management. Even the small portion of the sample participants who received training did not receive comprehensive and qualitative training. The duration of their training was limited to one week, and they underwent training only once in their lives. Furthermore, this limited training occurred at private institutes with foreign instructors.

These findings collectively reflect the lack of emphasis on training and specialized education among club managers, even for those who received training, highlighting the need for improvement in this aspect of management in football clubs.

Furthermore, the results obtained from the responses of the study's participants to questions (9, 10, 11) indicate that the overwhelming majority of the sample participants do not prioritize attending conferences and specialized workshops related to sports management and crisis management. This attitude distances them from keeping up with scientific and technological advancements in the field of management and crisis management. They often cite time constraints and numerous ongoing responsibilities as reasons for their disengagement. They express a lack of awareness regarding the organization of conferences and specialized workshops in this domain.

Despite the statements and affirmations made by the majority of the study's participants, as evident from their responses to questions (14, 15, 16, 17, 18), about their commitment to delegating authority to competent individuals in managing financial crises, utilizing teamwork in their management approach, monitoring crisis indicators, devising alternative plans to confront crises, and adhering to scientific methodologies in financial management, their actual reality does not align with their answers.

Currently, we witness an exacerbation of financial crises, where administrators are unable to find solutions or strategies to overcome these crises. This predicament can be primarily attributed to the absence of administrators possessing specialized degrees in management and the neglect of specialized training. This echoes the views of "Taylor" within the framework of scientific management, advocating for specialization and the principle of "right person in the right place." Additionally, researcher "Muftee Ibrahim Hamad" in his book "Applications of Sports Management" (p.28) emphasizes that the hallmark of effective management is continuity and stability, particularly when administrative functions are based on scientific qualification and technical competence. This stands in contrast to political roles, which are often temporary in nature.

This is further affirmed by researcher "Mohammed Tawfiq Madi" in his book "Production Planning and Control," where he observes that "weak training and qualification, along with the lack of specialization in appointing administrators of various ranks, including managers, without considering capability, competence, eligibility, and commitment, constitute a negative factor in dealing with attracting investments and achieving gains." Our findings are consistent with the conclusions reached by researcher "Abdul Rahim Nasser Ahmed Omar" in his study on "Obstacles to the Use of Modern Administrative Systems and Their Impact on Decision Making in Sports Federations." Through his study, he found that the lack of training and qualification in the field of modern decision-making methods is one of the major obstacles preventing the use of these modern methods.

Additionally, our findings align with the study conducted by researcher "Nabil Abdul Shaaban Al-Louh" in his study on "The Evolution of Organizational Structures of Ministries and Their Impact on Administrative Efficiency," where he concluded that the majority of Palestinian ministries do not employ specialized employees in their organizational structures. Our results also share similarities with the study by "Asim Hassan Ma'ala Al-Muharama" on "Crisis Management in Sports Federations in Jordan." This study found that Jordanian sports federations face crises of a high level in terms of finance, technical aspects, and resources due to the lack of qualification of administrators and their involvement in specialized courses.

However, our findings contrast with the study by "Jubouri Shnaawi Al-Safi" in his study on "The Impact of Leadership Characteristics on Crisis Management Strategy," where he found that the research sample of managers in the studied public directorates holds university degrees.

Based on all these data, it can be said that the first hypothesis, which posits that "specialized training for managers has a positive impact on solving financial crises in professional football clubs," is deemed valid due to the positive and effective role played by specialized training and scientific certification in the field of management, resulting in a positive impact on solving financial crises and reducing their severity.

-Discussing the second hypothesis in light of the results of the second axis of the questionnaire:

which asserts that "the acquired experience of managers contributes positively to overcoming financial crises in professional football clubs," and based on statistical analysis and interpretation of the tables related to this axis and questions (from 19 to 30), we conclude that: The sample members unanimously agreed through their answers to questions (19, 20, 21) related to their tenure at the clubs, which exceeded ten years. This signifies their accumulation of extensive experience due to their stability within one club. This is affirmed by researcher "Abdul Rahman Eissawi" in his book "Administrative Competence," highlighting that effective management relies on the expertise and personal experiences of technical directors. They also unanimously affirmed that their clubs faced financial crises, which were addressed by seeking financiers and seeking help from local authorities. In some cases, resorting to borrowing occurred, while the utilization of scientific methods and approaches in addressing such crises and preventing their occurrence was neglected.

Furthermore, in resorting to specialists in the field, most of the sample members affirmed that they possess sufficient experience and capability to navigate challenging circumstances and address financial crises. This aligns with the study by Kadlec (2001) on "Response to Crisis Management of Student-Athletes in National College Athletic Association," where it was found that the managers in the study consider prior experience to be of significant importance in feeling prepared and ready for a crisis.

Regarding question (27) related to the difficulty of dealing with and overcoming financial crises, the managers in the study responded by attributing the challenges to the lack of financial resources, neglecting the shortage of training and limited experience. Consequently, we conclude that the managers in the study exhibit inconsistency in their responses, sometimes claiming to possess sufficient experience and other times confirming their inability to handle financial crises. This leads us to raise several questions about what is meant by the experience they possess. Is it experience gained from holding a position for a long period, or is it something else? When and where do they apply this experience they claim to have? Do they truly possess sufficient experience?

This finding corresponds with the results of the study conducted by researcher "Dr. Alaawi Abdul Fattah" on "Competency-Based Leadership and its Role in Organizational Change Management," where he concluded that the skills and capabilities of workers in Arab institutions are limited. Similarly, the leadership positions they hold have been attained through experience rather than study, qualification, and prior training. As a result, these leaders have become zones of influence that control rather than serve and manage.

The study results also revealed that the sample members unanimously acknowledged their continuous utilization of previous methods in managing financial crises, as evidenced by their

responses to questions (29,30). However, most of their clubs have not established partnerships for exchanging experiences across various domains, especially in the field of sports management and crisis management, either nationally or internationally.

From this standpoint, a question arises: Since most of the managers in the study confirmed their possession of sufficient experience, why do they repeat the same mistakes each time and struggle to find necessary solutions for the issue of financial scarcity?

Based on all of these findings, it can be stated that the second hypothesis, which asserts that the acquired experience of managers contributes positively to overcoming financial crises in professional football clubs, has been realized. This is evident because while most of the managers in the study have long-standing experience within their clubs, they have been unable to navigate financial crises effectively and resort to ad hoc solutions lacking a scientific basis and methodical approach. Consequently, they have not significantly benefited from their experience in overcoming financial crises and managing them, despite numerous studies and research confirming the significant importance of acquired experience and its positive and effective role in overcoming crises and mitigating their severity.

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-Discussion of the Third Hypothesis in Light of the Results of the Third Axis of the Scale:

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The study's results also shed light on the third hypothesis, which posits that "following scientific stages in managing financial crises contributes to reducing their severity." Based on statistical analysis of the expressions related to this hypothesis, consisting of 22 statements forming 5 scientific stages: Early Warning Signs Detection Stage, Preparedness and Prevention Stage, Damage Containment Stage, Recovery Stage, and Learning Stage, we were able to conclude the following:

Study participants' responses regarding the first stage, which involves early warning signs detection (statements 1, 2, 3, 4), indicate that the majority of the clubs in the sample lack specialized departments for monitoring crisis indicators. They do not pay attention to collecting and identifying danger signs, and even neglect training for recognizing crisis indicators. This is expressed statistically with a high degree of significance. These findings contrast with the conclusions reached by researcher "Sabti Aziz Arras" in his study "Crisis Management in Business Organizations in the Jordanian Industrial Sector." He found that the readiness levels for crisis management in the researched organizations are high, with the most important stages being early warning signs detection, recovery, damage containment, and preparedness and prevention.

Regarding the second stage, which involves preparedness and prevention (statements 5, 6, 7, 8, 9), the results obtained from the study's sample responses show that there was variability in participants' answers. Some agreed to a large extent that their clubs provide all the required material and human resources for preparation and facing potential crises. They also indicated the existence of clear managerial techniques that outline procedures for dealing with possible crises. At times, they agree on providing appropriate support for the team responsible for diagnosing potential crises, and collaborating with relevant institutions and government bodies involved in crisis management. From this, it can be inferred that the study participants show interest in the preparedness and prevention stage, although not by a significant majority. This aligns with the findings of the researcher "Sabti Aziz Arras," as previously mentioned, and his study's results. It also corresponds with the study conducted by "Mamoun Al-Daqamseh" on crisis management, where he found the presence of a crisis management system in Greater Amman Municipality, with a moderate degree of readiness and prevention measures as well as the learning stage.

Regarding the third stage, which involves damage containment (statements 14, 13, 12, 11, 10), the results obtained from the study's sample responses indicate that participants agree and confirm that their clubs effectively contain the damages resulting from crises. This is evident from the high statistical significance observed in statements 13, 12, 11, and 10, which affirm the availability and utilization of this stage of crisis management within the study's sample clubs. However, the participants in the study prefer to handle crises as they occur rather than before they happen, as indicated by their response to statement 14. This tendency is common among most professional clubs, given the sudden and unpredictable nature of crises. These study results are in line with another study conducted by the researcher "Ra'ed Abdul'Aal,"

titled "Methods of Crisis Management Among Government School Principals." That study also found a high degree of adoption of the containment approach in crisis management by the sample participants. Consequently, the study suggests that the sample's club managers prioritize the stage of damage containment in crisis management.

As for the fourth stage, which pertains to activity recovery (statements 18, 17, 16, 15), the results obtained from the study's sample responses indicate that participants unanimously emphasize the importance of the activity recovery stage, with high statistical significance. This stage involves maintaining all regular club activities and taking necessary measures to mitigate the impact of the crisis. This aligns with the findings of the researcher "Saeed Al-Shamrani" in his study titled "Crisis Management and its Barriers in Higher Education Institutions in the Kingdom of Saudi Arabia." His study showed that administrative employees highly respond to crises by utilizing the five stages, ranked by importance: learning, preparedness and prevention, activity recovery. Therefore, the study concludes that the sample's club managers prioritize the stage of activity recovery, which is evident from their responses.

Lastly, concerning the fifth stage, "Learning," represented by statements 22, 21, 20, and 19, the results obtained from the study's sample responses indicate that participants unanimously attribute significant importance to this stage, with extremely high statistical significance. Through their responses to these statements, they affirmed the value they place on extracting lessons and insights from previous crises, evaluating and enhancing existing plans, and attempting to benefit from crisis management methods employed by other administrations in our country or in countries with similar experiences. This alignment is consistent with the findings of the aforementioned study by "Saeed Al-Shamrani" in the previous stage.

Based on all of these data, it can be stated that the third hypothesis, which states that "following the scientific stages in managing financial crises contributes to reducing their severity," has been achieved to a great extent due to its effective role in dealing with crises, preparing for them, and overcoming them with minimal damage and losses. Furthermore, the ability to leverage these crises for future benefit in finding solutions has been demonstrated.

Future Hypotheses:

Based on the study results, we have formulated several future hypotheses alongside some suggestions and recommendations that could contribute, to some extent, to improving the managerial and administrative situation of professional sports clubs:

- Providing centers for the development of sports leadership and equipping sports club managers with the necessary capabilities to deal with crises.
- Organizing training courses for Algerian sports club managers in the field of sports management and crisis management.

- Exploring new financial resources, such as activating sports marketing and investment roles, by establishing shops dedicated to selling sports apparel for the club, as well as creating hotels, cafes, and restaurants exclusively for the clubs. Additionally, utilizing the exterior walls of the club's stadium for advertising spaces.
- The necessity of forming crisis management teams and seeking assistance from specialists in the field.
- Providing highly competent and experienced personnel to develop plans for dealing with future challenges and preparing confrontation scenarios.
- Leveraging experiences, plans, and practices of crisis management from foreign countries to enhance the effectiveness of preventive measures that enable them to handle anticipated crises.
- Emphasizing the importance of clubs employing managers who possess the required competence in sports and financial management, as well as crisis management.

Conclusion:

The contemporary world is undergoing a wide and rapid change in various aspects of life. Institutions are compelled to adapt and keep pace with these changes. Many management scholars emphasize that the management process should evolve with scientific and technological advancements so that institutions can efficiently and effectively confront current and future challenges. One of the most crucial requirements is the presence of competent leaders who can face these fluctuations and adapt them to the benefit of their institutions, steering them towards stability and growth.

In this context, Algerian professional football clubs are among such institutions, having taken on the character of commercial sports companies after entering the realm of professionalism. Despite their transition to professionalism, they still suffer from various crises, and one of the most significant and widespread is the financial crisis, which is eroding the foundations of these professional clubs. To overcome such crises, these clubs must have managers who possess the competence and effectiveness to deal with crises. This factor is one of the determinants of growth and development rates.

Hence, the research topic focused on the role of managerial competence in handling financial crises in professional football clubs. The study highlighted the important and effective role of managerial competence in dealing with and overcoming crises. The findings and field realities revealed various insights, including the absence of specialized training for club managers in sports institutions and the lack of specialized academic degrees in sports management. Additionally, managers' failure to leverage their accumulated experience over time led to their inability to overcome financial crises and manage their budgets. Moreover, club managers'

unfamiliarity with crisis management stages resulted in their perpetual struggle to cope with and surmount financial crises, as they were unable to find solutions or at least mitigate their impact.

From this, we can say that the competence of managers plays a role and importance that should not be underestimated in managing financial crises at the level of professional football clubs. Algerian clubs should prioritize the training and employment of specialized managers in the field of management and crisis management, supported by experienced individuals who have proven their effectiveness in club management, which could help them avoid falling into perpetual financial crises. These crises, which burden Algerian clubs, and to varying degrees, have led to the consumption of no less than one billion Algerian dinars annually from the state's public treasury, despite recent government austerity measures. However, this championship has not contributed much to Algerian sports, even failing to provide a single player with international qualifications for the national team, which mainly consists of expatriates and dual nationals.

The Algerian football championship remains far from genuine professionalism, despite the Algerian Football Federation's declaration years ago to enter the world of football professionalism, and the transformation of clubs into sports companies. However, this has only occurred on paper, as the clubs still operate with an amateur mentality, and the sports associations, which derive 90% of their annual budget from grants provided by local and regional authorities, ministry funds, and the public treasury. This is driven by officials whose sole concern is securing their positions for personal gains, even at the expense of the future of football in the country.

The exorbitant amounts squandered and lost annually by "bankrupt" companies on player salaries, match-winning bonuses, team travel expenses for various tournaments, and training camps abroad, raise many question marks and evoke astonishment.

True professionalism lies in the level and cultural mindset of the managers and in the rational management approach. As for discussing the necessity of introducing national championship to professionalism amidst the rampant chaos within Algerian clubs, in my personal view - which many may share - it is premature. How could it not be when club presidents lack professional maturity? Furthermore, real professionalism involves placing clubs under state oversight, and each president should be held accountable for the allocation of every dinar received. If the state continues to inject billions into club coffers without oversight, it won't contribute to the implementation of professionalism in Algeria, and it might exacerbate the contamination of our football environment. As long as those who are more focused on personal agendas outnumber those who focus on the game and the goal that might bring them joy at the end of a match, the situation will persist.

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The Questionnaire Targeting Managers of Algerian Clubs after Refereeing

1- What is your educational level?

Primary Middle School High School University

2- Do you have a degree in management?

Yes No

-If the answer is "Yes," what type of degree is it?

3- Mention the year of obtaining the degree:

4- Is a specialized academic degree in sports management necessary for every club manager?

Yes No

5- Do you receive ongoing training in sports management?

Yes No

- If the answer is "Yes," what is the duration of this training?

Mention the frequency: _____

6- How often do you receive such training?

Every year Every 6 months Every 3 months Every month Other:

7- Do you receive training from:

The federation Directorate of Youth and Sports Private institutes Other:

8- Your training is conducted by:

Local specialists Foreign specialists Others: _____

9- Have you participated in special study days on sports management?

Yes No

- If the answer is "Yes," were these study days:

Regional National International

- If the answer is "No," what are the reasons for not participating?

10- Have you participated in special study days on crisis management?

Yes No

- If the answer is "Yes," were these study days:

Regional National International

11- Have you participated in conferences related to sports management?

Yes No

- If the answer is "Yes," were these conferences:

International National Local

12- Do you actively seek to enhance your skills by staying updated in your field of expertise?

Always Often Sometimes Rarely Never

13- Are all authority and decision-making powers delegated to qualified individuals for managing financial crises?

Always Often Sometimes Rarely Never

14- Does your club pay attention to monitoring indicators of potential financial crises?

Always Often Sometimes Rarely Never

15- Does the club use teamwork in managing financial crises?

Always Often Sometimes Rarely Never

16- Are there specific plans in place to address financial crises?

Always Often Sometimes Rarely Never

17- Does the club work on developing an alternative plan to address potential financial crises?

Always Often Sometimes Rarely Never

18- Is the scientific approach followed in the financial management of the club's budget?

Always Often Sometimes Rarely Never

19- How long have you been working at the club?

Less than 3 years 3 years More than 3 years Other

20- Have you previously held a position in managing a sports club?

Yes No

- If the answer is "Yes," what is the duration?

Less than 3 years 3 years More than 3 years Other

21- Have you ever faced a financial crisis in your club?

Yes No

- If the answer is "Yes," how was it dealt with:

Seeking specialists in the field Searching for sponsors Borrowing funds

Seeking local authorities Applying the scientific approach to crisis resolution

Seeking international consultation Other

22- Do you have enough experience to overcome challenging situations?

Yes No

23- Do the challenging circumstances you've faced help you find appropriate solutions?

Always Often Sometimes Rarely Never

24- Do you possess sufficient experience to handle the financial crises that your team faces?

Yes No

25- Does your acquired management experience make you more accurate in adopting appropriate decisions in difficult situations?

Always Often Sometimes Rarely Never

26- Is one of the priorities of the club to reinforce it with managers who have previous experience in sports management?

Always Often Sometimes Rarely Never

27- Do you find it difficult to overcome financial crises and deal with them?

Yes No

- If the answer is "Yes," what are the reasons behind it?

Lack of experience Insufficient training Financial resource shortage
Other

28- Does your long-term stability in one club contribute to gaining the necessary experience in dealing with financial crises?

Yes No

29- Are previous crisis handling methods used to address financial crises?

Always Often Sometimes Rarely Never