



A proposed model for sustainable human development as an effective input to enrich the mechanisms of administrative empowerment for members of sports Unions

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Abstract:

The current research aims to develop a proposed model for sustainable human development for members of Sports Unions as an effective input to inherit the mechanisms of administrative empowerment. And that is through learning about human resource management planning, methods of selecting human resources, mechanisms used to train human resources, implementation of sustainability programs, and administrative practices used in the application of administrative empowerment in sports Unions.

The researcher used the descriptive method (the method of survey studies). The research community by sports union employees and the researcher selected the research sample randomly and its strength reached (92) individuals.

To collect data, the researcher used the analysis of documents and records, a questionnaire of the reality of applying sustainable human development in sports Unions as an effective input to enrich the mechanisms of administrative empowerment.

Among the most important results were the absence of an independent department for managing human resources within federations, the lack of means for implementing the federations' sustainability programs, and the weak administrative practices used in the application of administrative empowerment in sports Unions. One of the most important recommendations was the introduction of the proposed model for sustainable human development for members of Sports Unions as an effective input into the inheritance of administrative empowerment mechanisms and the development of work mechanisms.

Keywords: Human resources - human resource management - administrative empowerment - sustainable human development

Introduction and research problem:

The concept of management is no longer limited to the stages of decision-making and control over the actions of human forces to achieve goals but includes the correct means taken by the establishment to perform the work. To get the best results with the least possible efforts, and for that, it may seek the means of training that help to perfect the work, considering human relations because it an integral part of work relations, which is based on understanding, mutual interest, and work in the workforce's interest alongside the interest Working towards what benefits them and the national income with the best results. That is why there is increasing interest in the various emerging countries towards the importance of applying scientific methods in managing the human element and the activities that it undertakes. Of machines, equipment, and raw materials that contribute to achieving the target goal, and if sound scientific management is not available to use this material and human potential optimally, they will not achieve the target goal of the administrative process (4:18).

The human element is the basic element that stands at the forefront of the organization's productive elements, as it is the main driver of all production elements in the organization, as we find that the organization's ability to achieve its goals at the required level depends on the efficiency of individuals in their performance of work.

Providing financial capabilities in the organization does not achieve the goals without the presence of an effective workforce capable of performance and work. This requires the need for proper management of human resources in the organization. The Human Resources Department is the competent authority in the organization that is concerned with human forces, and it works to provide, qualify and prepare it and make it an effective human force that contributes to achieving the goals of the organization (13: 24).

And human development returns attention to development issues to center stage after it almost disappeared behind the requirements of amending political systems, reforming economic structures and policies, and adapting to the new changes that have jumped global and regional to their top. And sustainable human development means developing well-defined action programs that have a potential for continuity and serious work to implement them, taking into account the need to maximize the ability to generate the own resources necessary for this and what sustainable human development itself means in terms of strengthening that capacity (15: 166).

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The issue of administrative empowerment is one of the modern topics in the field of organizational behavior, and this concept has received a lot of attention in recent years by academics and researchers interested in the issue of human resources so that the term empowerment has become part of the daily administrative language (4: 7).

From this standpoint, the employee empowerment approach has become highly relevant to the prevailing development trends related to the development of the human side within the organization, so empowering workers is one of the topics that emerged on the scene in the late eighties and was very popular during the last half of the nineties in terms of theory and practice, and this approach is characterized by a new philosophy. Its strength is that the manager's focus is not on the competing organizations, but on his employees in the first place (13: 9).

Empowerment is a process related to employee perceptions and pushing them to work by motivating them, in addition to designing jobs in a way that enables workers to employ their skills, providing a climate of confidence, providing the necessary resources, the most important of which is information, as well as focusing on motivational relationships (9: 339).

The growing interest in the concept of empowerment and related administrative policies on the part of researchers and practitioners in the field of management is due to the following reasons:

- 1- Studies in the field of leadership and administrative skills confirm or suggest that the policy of empowerment is an important component of organizational and managerial effectiveness.
- 2- The analysis of authority and control in organizations indicates that total forms of authority and organizational effectiveness grow through the participation of subordinates in authority and control.
- 3- Team-building experiences within organizations suggest that empowerment can play a vital role in developing and maintaining a group (4: 87).

Blanchard believes that empowerment does not mean giving the employee strength, but rather allowing him to provide the best of his experiences and information, and that leads to excellence and creativity at work (28:24).

From the above, it becomes clear that sustainable development is a concept whose importance is increasing day by day because it includes all areas of human life and the efforts of people, for the sake of a better life, whether in the present or the future. On the one hand, human beings on the one hand, and on the other hand they can develop themselves and change their methods to adapt to new and new concepts, and there are several ways to explain the concept of sustainable development and it depends on the angle through which we look at it, on the one hand, it means preparing individuals to live a happy life with what They possess it from the capabilities developed by the education that prepared them to face life so that they can exploit the natural potentials and resources in the environment in the best way. This term also carries the meaning of preserving

the environment, so it is not permissible to exploit natural resources in ways that lead to the destruction of the environment and the imbalance of the natural balance between living organisms in this existence. Preserving the environment and combating environmental pollution is one of the features of sustainable development.

The researcher noticed that the field of work in sports bodies, in general, requires workers to know a lot of technical skills and many administrative, technical, and financial information and procedures that increase the degree of his familiarity with the duties of his administrative job in addition to the technical aspects applied in all fields that have many specializations. He must also be able to continue working through the development of his skills, behaviors at work, and career developments during the various work stages.

Hence, the importance and problem of the research appear in that it is an attempt to develop a proposed model for sustainable human development for members of Sports Unions, which may work to refine and provide the employees of the federations with information on the administrative, technical and financial aspects that help them face the reality of actual work and its ability to innovate and develop work and is an effective entrance to the application of mechanisms Administrative empowerment within the corridors of the union.

Research Goal:

The current research aims to develop a proposed model for sustainable human development for members of Sports Unions as an effective input to inherit the mechanisms of administrative empowerment. And that by getting to know:

- 1- Planning for human resources management in Sports Unions.
- 2- Ways to choose human resources in Sports Unions.
- 3- The mechanisms used to train human resources in sports Unions.
- 4- Implementation of sustainability programs in Sports Unions.
- 5- Administrative practices used in the application of administrative empowerment in Sports Unions.

Research questions:

- 1- What is the nature of planning for human resources management in Sports Unions?
- 2- What are the ways to choose human resources in Sports Unions?
- 3- What are the mechanisms used to train human resources in Sports Unions?
- 4- What are the means of implementing sustainability programs in Sports Unions?
- 5- What are the administrative practices followed in the application of administrative empowerment in Sports Unions?
- 6- What is the proposed model for sustainable human development for members of Sports Unions as an effective input to inheriting the mechanisms of administrative empowerment?

Research procedures:

Research Method:

The researcher used the descriptive approach (the survey studies method) with its steps and procedures to suit it to achieve the research objectives.

Research Community and Sample:

The research community is represented in sports Unions, and the researcher selected the research sample randomly, and its strength reached (92) individuals.

Research steps:

A- The pilot study:

The researcher conducted a pilot study of the data collection tool, where he applied it to a sample from the research community and outside the main sample, to identify its relevance and relationship to the application to that sample.

B- Application of the search:

After determining the sample and testing the data collection tool and ensuring its validity and stability, the researcher applied it to all members of the sample under study.

C- Correcting the questionnaire forms:

After completing the application, the researcher corrected the forms according to the existing instructions and explained previously, and after completing the correction process, the researcher monitored the scores in preparation for treating them statistically.

Statistical processors:

- Percentage.
- Correlation coefficient.
- Cronbach's Alpha Factor.
- Estimated score.
- Chi-square.

The researcher satisfied the significance level at (0.05). He also used the SPSS program to calculate some statistical parameters.

Presentation, discussion, and interpretation of results:

The answer to the first question states:

What is the nature of planning for human resources management in Sports Unions?

Table (1)

The estimated score, percentage, rank, and Chi-square for the sample opinions on terms of the first axis (Planning Human Resources Management of the Union) (N = 92)

No	Statements	Response			Relative weight	%	Chi-square
		Agree	To some extent	Disagree			
1	The human component is planned, directed, and monitored to improve the work.	1	31	60	125	45.29	56.76
2	The administrative and organizational policies of the Union take into account the selection of the best person to fill the jobs.	11	63	18	177	64.13	51.93
3	Within the union, there is a specialized human resources department that undertakes strategic planning to achieve employee development.	2	17	73	113	40.94	91.33
4	The human resources department is involved in the strategic planning of the union.	2	5	85	101	36.59	144.54
5	The Human Resources Department develops appropriate recruitment plans that will implement the human resource needs plan.	-	6	86	98	35.51	150.35
6	Human resources management works with potential problems in the field of recruitment and performance evaluation.	-	11	81	103	37.32	125.89

7	The management of the human element so that it and system according to the work.	4	22	6 6	122	44.20	66.35
8	There is a budget allocated within the Union to develop and develop the capabilities of the human element.	3	12	7 7	110	39.86	106.33
9	There is an assessment of the future needs of human resources on various administrative, organizational, sports, and social disciplines that serve the idea of sustainability.	6	11	7 5	115	41.67	96.54
The total score for the axis					1064	42.83	

The tabular (Chi- square) value at the level of significance (0.05) = 5.99

I can see from Table (1) that the percentage of opinions of the research sample in the phrases of the first axis (planning human resources management in the Federation) ranged between (35.51%: 64.13%).

There are statistically significant differences between the opinions of the research sample regarding statement (2) and the direction of approval to some extent.

There are statistically significant differences between the opinions of the research sample in terms of (1, 3, 4, 5, 6, 7, 8, and 9) and the direction of disapproval.

researcher attributes this result to the fact that there are many aspects of planning for human resources management in sports Unions. The human resources department does not develop recruitment plans that will implement the plan of human resource needs and do not work on the immediate treatment of potential problems in recruitment and performance evaluation. The human element is not planned, directed, and monitored to improve the work, and the union's administrative policies do not consider the selection of the best elements to occupy jobs, and there is no specialized human resources department within the union that undertakes strategic planning to achieve employee development. management of the human element to and system according to the work, there is no budget allocated within the union to develop and develop the capabilities of the human element, and there is no assessment of the future needs of human resources on various administrative, organizational, sports and social disciplines that serve the idea of sustainability.

This was showed by the study "Asma Ahmed Fouad" (2011) (1), where the results showed that the training programs are not clear in objectives and there is no clear vision for the promotion and motivation policy, the administrators are not qualified and the occupational safety and security systems are not available.

The answer to the second question, which states:

What are the ways to choose human resources in Sports Unions?

Table (2)

The estimated score, percentage, rank, and Chi-square for the sample opinions regarding the terms of the second axis (Methods for selecting human resources by the Federation) (N = 92)

No	Statements	Response			Relative weight	%	Chi-square
		Agree	To some extent	Disagree			
1	Selecting individuals applying for	1	54	2	172	62.32	28.98

	various jobs in the Federation is done according to the principle of experience, competence, and qualification.	3		5			
2	The Federation attaches great importance to the means of selection used to select individuals.	5	17	70	119	43.12	78.02
3	A medical examination is made for candidates to fill administrative positions in the Federation.	-	10	82	102	36.96	130.52
4	Selection and appointment are made according to the required needs without exceeding the required limit to fill the positions.	34	56	2	216	78.26	48.09
5	Immediately after the course is finished, there are tests to choose the best items.	6	13	73	117	42.39	88.46
6	The employee performance efficiency reports are prepared by the line manager as the most appropriate person for this.	10	62	20	174	63.04	49.65
7	The Federation's administration is constantly searching for scarce human skills and trying to choose them.	6	17	69	121	43.84	73.85
8	New employees are carefully monitored during the selection period to ensure their excellence.	7	22	63	128	46.38	54.80
	The total score for the axis				1149	52.04	

It can be seen from Table (2) that the percentage of opinions of the research sample in the phrases of the second axis (methods of selecting human resources in the Union) ranged between (36.96%: 78.26%).

There are statistically significant differences between the opinions of the research sample in terms of (10, 13, and 15) and the direction of approval to some extent.

There are statistically significant differences between the opinions of the research sample in terms of (11, 12, 14, 16, and 17) and the direction of disapproval.

The researcher attributes that result to the lack of methods for selecting human resources in the federation, so the selection process of individuals applying for different jobs in the federation does not take place according to the principle of experience, competence, and qualification, and selection and appointment are not carried out according to the required needs without exceeding the required limit to occupy the jobs, and the Federation does not give much importance to the selection methods used to select individuals There is no medical examination for candidates to occupy administrative positions in the Federation, and there are no tests immediately after the end of the training course to choose the best distinguishing elements, and reports of the efficiency of the performance of workers are not prepared by the direct manager as the most appropriate person for this. New employees are carefully monitored during the selection period to ensure their excellence.

This is what was indicated by the study "Adel Bin Al-Mudha Bin Hammoud Al-Otaibi" (2015) (8), as its results indicated a lack of interest in spreading knowledge awareness among the union's workers, a lack of interest in cooperation and team spirit, and a failure to train effective leaders to confront the bureaucratic character and the absence of evaluation criteria. They are relied upon in selecting employees.

The answer to the third question states:

What are the mechanisms used to train human resources in Sports Unions?

Table (3)

The estimated score, percentage, rank, and Chi-square for the sample opinions regarding the terms of the

third axis (Mechanisms used to train human resources in the Federation) (N = 92)

No	Statements	Response			Relative weight	%	Chi-square
		Agree	To some extent	Disagree			
18	The Union seeks to develop the training programs that are constantly used.	5	14	73	116	42.03	88.98
19	There is support from the board of directors for the training activity followed within the union.	5	5	82	107	38.77	128.89
20	There are periodic follow-up and evaluation of workers within the union.	12	53	27	169	61.23	28.07
21	The higher management exerts sufficient effort in the field of developing its employees to develop their level of job performance.	3	23	66	121	43.84	67.59
22	The Union encourages its employees to participate in various training courses to equip them with skills and experiences.	2	12	78	108	39.13	111.22
23	The training objectives match the actual needs of the federation to achieve optimum performance.	-	19	73	111	40.22	93.54
24	There are budget and funding sources within the union dedicated to training workers to develop their capabilities.	-	3	89	95	34.42	166.59
25	The programs are planned in a continuous manner known to the employees during the sustainable training period.	-	4	88	96	34.78	161.04
26	There are coordination and cooperation between the Federation's Training Department and its branches in the governorates.	6	2	84	106	38.41	139.39
27	Training is based on the wishes and needs of the union's workers.	9	5	78	115	41.67	109.85
The total score for the axis					1144	41.45	

It can be seen from Table (3) that the percentage of opinions of the research sample in terms of the third axis (mechanisms used for training human resources in the Federation) ranged between (34.42%: 61.23%).

There are statistically significant differences between the opinions of the research sample in the statement (20) and the direction of approval to some extent.

There are statistically significant differences between the opinions of the research sample in terms of (18, 19, 21, 22, 23, 24, 25, 26, 27) and the direction of disapproval.

The researcher attributes this result to the absence of mechanisms followed to train human resources in the federation, so the union does not seek to develop the training programs used continuously, there is no periodic follow-up and evaluation of the workers within the union, and the higher management does not make sufficient effort in the field of developing and developing its employees to develop their level of job performance, and the union does not encourage Its employees to participate in various training courses to

provide them with skills and expertise, and the training objectives do not match the actual needs of the federation to achieve optimal performance, there is no budget and funding sources within the union are dedicated to training workers to develop their capabilities, and the programs are not planned in a continuous manner known to the workers during the sustainable training period, and there is no coordination and cooperation Between the Federation's Training Department and its branches in the governorates, training is not done based on the wishes and needs of the union's employees.

This is what was indicated by a study conducted by "Magdy Abdel Moneim El-Shibiny" (2001) (19), in which the results indicated the necessity of the belief and conviction of senior management of the importance of the existence of training and administrative development programs and their usefulness through awareness programs, the necessity of seeking the assistance of specialists in the administrative and sports field to develop development programs. There are many faculties of physical education in the Arab Republic of Egypt that include professors specializing in this field. He reached two administrative development programs. The first program is for executive management and the second program is for modern methods of planning and follow-up.

The answer to the fourth question, which states:

What are the means of implementing sustainability programs in Sports Unions?

Table (4)

The estimated score, percentage, rank, and Chi-square for the sample opinions regarding the terms of the fourth axis (Implementation of the Union's sustainability programs) (n = 92)

No	Statements	Response			Relative weight	%	Chi-square
		Agree	To some extent	Disagree			
28	The Union seeks to develop employees by providing continuous training programs.	2	11	79	107	35.51	115.59
29	The Union adopts the idea of developing the performance of employees according to their specialization and positions and seeks to develop it.	-	8	84	100	37.32	140.17
30	There are training programs suitable for every administrative level.	-	6	86	98	35.51	150.35
31	The Union seeks to improve the performance of employees by refining them with various programs continuously.	-	11	81	103	35.14	125.89
32	The training programs given for each specialty are commensurate with the course of work and its requirements.	1	4	87	98	34.06	155.37
33	The idea of sustainability in the development of the human element is one of the matters that concern the management of the Union.	1	3	88	97	34.42	160.85

34	The Union seeks to provide innovative programs that can improve business performance.	-	2	90	94	43.12	172.26
35	The programs are based on finding non-traditional means of creativity and development in the field of work.	-	3	89	95	36.68	166.59
36	Union employees accept the follow-up programs to develop their work during work periods and by the requirements of the work in it.	9	9	74	119	35.51	91.85
The total score for the axis					911	37.32	

It is clear from Table (4) that the percentage of opinions of the research sample in the terms of the fourth axis (implementation of the Union's sustainability programs) ranged between (34.06%: 43.12%).

There are statistically significant differences between the opinions of the research sample on all statements and in the direction of disapproval.

The researcher attributes this result to the failure to implement sustainability programs in the federation, so the union does not seek to develop workers by providing training programs on an ongoing basis. Developing the performance of employees by refining them with various programs continuously, and the training programs given to each specialization are not commensurate with the course of work and its requirements, and the absence of the idea of sustainability in the development of the human element is one of the matters that the Union's management is interested in. The Union does not seek to provide creative programs that can develop work performance and are not based The programs aim to create non-traditional means of creativity and development in the field of work.

This is what was indicated by the study "Mitchell" (2010) (29), where the results indicated that there is no awareness of the company's management of how to manage the intellectual capital despite the presence of most aspects of intellectual capital within the company. The sample agreed that the intellectual capital contributes To achieving excellence for the company from the rest of the companies in the market.

The answer to the fifth question, which states:

What are the administrative practices followed in the application of administrative empowerment in Sports Unions?

Table (5)

The estimated score, percentage, rank, and Chi-square of the sample opinions for the terms of the fifth axis (Administrative practices followed in applying administrative empowerment) (N = 92)

No	Statements	Response			Relative weight	%	Chi-square
		Agree	To some extent	Disagree			
37	The Federation administration exercises the administrative empowerment process at the work level.	13	14	67	128	46.38	64.72
38	Procedures are distributed at all organizational levels within the federation.	3	65	14	183	66.30	57.67
3	Plans are prepared based on	3	18	7	116	42.03	83.24

9	participation for all the various administrative levels within the federation.			1			
40	Top management allows workers to participate in setting work plans and mechanisms.	16	17	72	115	41.67	86.76
41	Work methods are flexible, especially in giving the worker the ability to change some of the plans set by the requirements of the work.	9	19	57	143	51.81	34.07
42	Senior management informs employees of career paths to know future promotions to higher ranks.	10	19	64	129	46.74	55.98
43	Top management gives authority to employees to correct errors that arise as a result of work.	3	13	69	125	45.29	72.02
44	There is a clear plan for the institution that aims to implement administrative empowerment with all its mechanisms.	24	12	77	110	39.86	106.33
45	Decisions can be taken without referring to the higher management, especially in necessary cases that require immediate handling of the situation.	5	49	19	189	68.48	16.85
46	Employees are completely satisfied with the various empowerment systems within the union.	13	20	67	122	44.20	68.24
The total score for the axis					1360	49.28	

It is clear from Table (5) that the percentage of opinions of the research sample in the terms of the fifth axis (administrative practices followed in the application of administrative empowerment) ranged between (39.86%: 68.48%).

There are statistically significant differences between the opinions of the research sample in terms of (38, 45) and the direction of approval to some extent.

There are statistically significant differences between the opinions of the research sample in terms of (37, 39, 40, 41, 42, 43, 44, 46) and the direction of disapproval.

The researcher attributes this result to the weakness of the administrative practices followed in the application of administrative empowerment, the failure of the federation's administration to exercise the process of administrative empowerment at the level of work, and the failure to distribute procedures at all organizational levels within the union. The higher management of the workers to participate in the development of plans and work mechanisms, and there is no flexibility in the methods of work, especially in giving the worker the ability to change some of the plans developed according to the requirements of the work. Correcting the errors that arise as a result of the work. There is no clear plan for the institution that aims to implement administrative empowerment with all its mechanisms. The employees are not fully satisfied with the various empowerment systems within the union.

This is what was indicated by the study "Muhammad Abdul-Azim" (2007) (20), where the results indicated that there is a correlation between the empowerment of workers and motivation to accomplish work in sports institutions, and the most important dimension of empowerment is the "meaning of work".

The answer to the sixth question, which states:

What is the proposed model for sustainable human development for members of Sports Unions as an effective entry point to leverage administrative empowerment mechanisms?

The idea of the proposed model:

The idea of the proposed model is summarized in a vision for sustainable human development for members of Sports Unions at different career levels, by developing their career capabilities at various job-related levels since work began, passing through different job grades, to the highest levels of employment.

Model Philosophy:

The features of the philosophy of the proposed model are defined by:

1- The management's conviction and adoption of the philosophy of investing human resources. The higher management must transfer this conviction to all administrative levels in the union, including administrators and workers. From this standpoint, workers begin to receive specialized training programs. Therefore, the union's success in achieving the employees' desire is linked to the success in mobilizing the efforts and attitudes of all workers to work together to achieve that goal.

2- The participation of all workers, collective action is the responsibility of everyone and they must bear the improvement and development within the union. The comprehensive and sustainable development of the federation is a joint and indivisible responsibility, as it starts from the lower level through the middle levels and ends with the higher levels in the administrative process, and they must participate in the decision-making and preparation process, an integrated system for information and gaining their satisfaction.

3- All workers must use the best methods for creativity, innovation, and renewal, and this requires the higher management to assume the responsibility of providing training for each worker, directing them, and assisting them in using modern technologies to perform the tasks entrusted to them well, as well as removing obstacles between senior management and subordinates, raising the efficiency of services and developing a strategy that increases cooperation between employees and senior management.

4- Developing the internal work environment in the Federation in a way that achieves employee satisfaction, thus achieving the goals in general, as well as creating the work environment and the culture of workers, with the interest of the higher management in preparing workers at their various levels to understand and accept the concept of sustainability and to be convinced of it to raise the level of the Union.

The objective of the model:

The proposed model aims to develop a plan for sustainable human development for members of Sports Unions as an effective entry point to develop administrative empowerment mechanisms in line with the nature of scientific and technological progress by setting a plan to implement human resource development systems through:

1- Study the actual reality of planning for human resources management in the Federation.

2- Study the actual reality of the methods of selecting human resources in the Federation.

3- Study the actual reality of the mechanisms used to train human resources in the Federation.

4- Studying the actual reality of implementing the Federation's sustainability programs.

5- Examining the actual reality of the administrative practices followed in the application of administrative empowerment.

6- Conducting an objective evaluation of the results of applying this concept by developing an effective vision to assess the return on the application of sustainable human resource development systems to raise the level of the Union.

Model purposes:

The proposed model has several purposes, the most important of which are:

-Developing and refining the skills and capabilities of workers, leading to an increase in their job efficiency.

- Increasing the ability of workers to keep pace with scientific and technological progress and familiarity with modern work methods.

- Improving job performance methods and techniques.

- Developing and modifying employee behaviors and making them more able to assume responsibility.

- Preparing the second row of leadership cadres that can be relied upon in the future.

-Achieving sustainable human development for workers.

Foundations of the model:

- Taking into account the cultural and economic level of society.
- Take into account the cultural and educational level of the workers.
- Take into account the employees' needs.
- Take into account the provision of the necessary capabilities to implement the model.
- Take into account the time allotted for the implementation of the model.

Form components:**Vision:**

Monitor and analyze the actual reality to prepare a model that positively contributes to the sustainable investment of the human element in the Union.

The message:

-Setting a proposed model for the sustainable investment of human resources as effective input for developing the Union's administrative empowerment mechanisms.

Objectives:

- Reaching the best service level in the union.
- Developing the Federation's activities and programs
- Developing the human capabilities that work in the various fields of the Federation to increase their ability to develop the Federation's activities.

Objectives:

The proposed model aims to invest the human element in the union by increasing their capacity and capabilities in understanding the rules and foundations of upgrading the union and making it capable of creativity and innovation and assigning responsibilities to it through the application of the model's mechanisms in line with the nature of scientific and technological progress through:

- 1- Study the actual reality of planning for human resources management in the Federation.
- 2- Study the actual reality of the methods of selecting human resources in the Federation.
- 3- Study the actual reality of the mechanisms used to train human resources in the Federation.
- 4- Studying the actual reality of implementing the Federation's sustainability programs.
- 5- Examining the actual reality of the administrative practices followed in the application of administrative empowerment.
- 6- Conducting an objective evaluation of the results of applying this concept by developing an effective vision to assess the return on the application of sustainable human resource development systems to raise the level of the Union.

Policies:

- The existence of a clear strategic philosophy and direction on the part of the union's staff that governs the nature and size of activities and processes necessary for the development of the union.
- Establishing mechanisms for a continuous comprehensive evaluation of the Union's human capital investment programs and developing its capacity in light of administrative developments.

Design of the proposed model:

One of the most important obstacles that limit the effectiveness of the programs for sustainably investing the human element in the Federation is the lack of a specific and clear strategy, which leads to the lack of awareness or willingness of workers to join the training programs and not being convinced of the feasibility of the training process, and this model depends on proposing a plan for how to develop the human element depending On the scientific method for developing training programs and plans, the researcher will suggest the following:

First: Inputs:

It consists of a group of subsystems that achieve the success of the model, and the researcher has studied the actual reality of investing the human element in the federation and the nature of the sustainability process, which is one of the most important steps that must be taken into account when developing the proposed model, as the study of reality is one of the things that must be taken into account to identify the current situation and the obstacles encountered Implementing the human resource development process within the federation, and this is done through:

1- Determining the actual training needs:

It is considered one of the most important steps that must be taken into account when developing the proposed model, as the training topics that will be presented to the union's workers are among the most important factors that must be taken into account when developing them, given that the workers' sense of return from the development process is one of the most important things that must be taken care of so that these courses can provide them with aspects He is not aware of it enough, and more than that, try to develop them at the various levels in which they work to achieve the required development and their ability to complete their advanced work through the development of the functional level.

And through the findings of the researcher, there is no clear planning to optimally manage the human element within the union, as well as the presence of many obstacles that prevent the application of modern ideas that work to raise the level of the federation, as well as the absence of effective mechanisms for training the human resource within the federation and the absence of effective systems for evaluating the element. Human.

The planning stage for training programs is represented in the efforts made by senior management to determine the actual training needs, and for the administration to be able to do that, an effective system must be in place to identify such needs and one of the most important requirements for developing these systems is to follow scientific methods and methods in determining training needs, and among the most important of these scientific methods:

A- Analysis of the administrative organization of the federation:

This analysis aims to precisely define the administrative and executive suites within the federation, as well as determine which of these sites is required to develop training programs for them, as well as determine the type of training required by developing a strategy for the administrative organization within the federation, in determining which training materials should be included within Training plans to suit the nature of workers and the analysis of these systems is important to introduce how to develop the model, as each specialization within the union has specific needs to ensure the desired development of the union.

B - Analysis of administrative work:

One of the important points that must be taken into account when determining training needs is to analyze the jobs and specializations of workers at each job level within it, to determine the type of programs to be submitted to this category. The programs offered to workers differ according to their different positions, so workers at the service and supervisory levels differ from workers at other levels, and then they must be provided with information and other administrative functions that correspond to the field of their job, so the administration must develop these programs and take into account the analysis of the administrative organization when developing.

C- Factors analysis:

This analysis seeks to determine which individuals within the organizational site need this type of training that has already been identified because the nature of specialization in work imposed by the modern world of management guarantees for each individual within the organization a type of work assigned to it and when these different actions interact with each other, the objectives are complemented. The administration that you seek, and therefore everyone has administrative functions of his own that he must be familiar with.

Second: Operations:

It is the second element of the design of the model, and in it, the inputs of the previously presented model are converted into outputs, and the researcher has relied upon conducting operational operations on analyzing the actual reality of investing the human element in the union and trying to develop mechanisms that would work to raise the union's shares, through:

1- Development of the human element:

The development of the human element is considered one of the important and delicate stages to achieve the

required goal, and the accuracy of this step depends on the extent of the success of the implementers to define the training needs accurately. There are many considerations that program developers and implementers must take into account when designing these programs, and they are:

A- Setting the general plan:

The development of the plan is one of the first stages in any administrative process, and the success of training courses depends on developing a successful plan. The plan must be specific and clear, as many plans can be used when preparing for training courses, and long-term strategic planning based on sustainable development is considered one of the most important plans that must be implemented due to its benefits in improving the level of workers in the Federation at their various administrative levels. The different jobs have different duties and specializations that increase with the advancement of the administrative position, and the individual has not been aware of the nature of these positions except through his administrative development to deal with such a situation.

B - Developing the training material:

The essence of the training process is to bring about the required administrative development for the union's workers. The training materials that are prepared must be accurate and clear. Likewise, it must rely on the advancement of the human element to raise their level, as most of the training materials prepared and confirmed by previous studies and research conducted in the same field indicate their dependence on theoretical materials that lack specialized practical aspects that have a major role in raising the level of the individual in the functional aspects especially related to the economics of sport and the development of work mechanisms.

The content of the programs must include developments in the field of work, the most important of which are:

- Administrative leadership. - Decision-making.
- Modern means of communication. -Scientific and technological developments.
- Financial regulations governing work. - Effective time management and priority management.
- Means of advertising. - Delegation and empowerment skills.
- Preparing for sports activities and competitions. -Strategies for effective negotiation.
- Teams training and preparation. - Project management.
- How to determine the requirements. - Finance.
- How to conduct follow-up operations. - investment.
- Security and safety factors associated with the implementation of the activity. -Privatization.
- Purchase committees and how to set them up. - Corporate sponsors.
- Administrative direction. - brand.
- Administrative control. - Agents of players.
- Attraction mechanisms. -Partnership with the private sector.
- Legislation and laws regulating work.
- Methods of dealing with and avoiding crises and finding appropriate solutions to them.

C- Establishing the training method:

Management training methods are varied and many, but not all of them contribute to the improvement of the level of employees, so the best administrative methods that are most appropriate to the subject of the program must be chosen and not rely on one type of methods, there are many different methods, including case study method, administrative matches, role representation, discussion sessions, administrative positions, and practical training And field research, the preparers of training courses must take into account these administrative methods that increase the efficiency of the training process and lead to the attention of workers and their desire to attend such programs.

D- Training tools:

Training methods are considered one of the important ingredients for the success of the training process as the method of training alone is not sufficient for the success of the training process, as it helps the trainer to

show the value of the training material received from him, and the means of training are many, especially with the emergence of modern technology and its tyranny on the modern world, there are many different means that It can be used, the most important of which is Data Show, Over Head Projector, and other means that must be available in institutions based on the training process.

E - Those in charge of the training:

This point is considered the core of the human development process, so strategic planning can be at the highest levels, goals can be set clearly, the best methods and means of training can be set, and the temporal content is carefully chosen as well as the human and material capabilities that help the success of the model, but all this will not be of use if The return from these programs is weak and useless. The person in charge of the training process is first and foremost responsible for providing workers with information and administrative and technical skills to raise their level and increase their innovative capacity for the development of work. Care must be taken and careful selection of those in charge of the training process so that the proposed model comes to fruition, and among the most important trainers that you must rely on in such a model are:

-Academic lecturers: given the administrative and academic information that they can provide to the union's employees and how to apply the scientific and methodological approach in the administrative process within the federation.

- Executive Lecturers: Those who have sufficient practical experience to provide workers with practical experience in their field of work (administrative, technical, and financial).

F- Determining the schedule:

The process of determining the period for the proposed model is one of the important matters that must be carefully taken into account. The time required to conduct the model programs must be taken into consideration, so the appropriate time for conducting the training programs must be taken into consideration. The programs should not be held during periods of overcrowding of the Union's activities so that workers can attend such programs, and also for the time of the total program, it must be carefully determined and not to exaggerate its time and also not to default in it so that through it all information and data can be presented to workers easily and easily. When determining the schedule, the programs prepared must be compatible with the administrative and economic thought within the Union and with the nature of the administrative system.

When designing the timetables for the model, these periods must be taken into consideration, so that they are sufficient and distributed over the period for the level of workers and can fulfill all their needs.

G- Determine the allocated budget:

Attention should be paid to this element because of its great importance in the success of the proposed model, as the nature of the model requires many large material costs that are not comparable to the benefits that will accrue to workers within the union from development and sophistication to the best levels, so determining the financial amounts to be provided for the training programs from Important matters so that any kind of defect does not occur during the implementation of these programs, the expenses necessary for the program must be determined from the rewards of those in charge of the implementation and the gentlemen of the lecturers of the program as well as administrative expenses and other financial related to the program so that no kind of material deficit occurs during the course Implement these programs.

2- Developing training programs sustainably:

And when developing sustainable human development programs for members of the union, it should include all specialized jobs at various job levels to achieve sustainability for them and their ability to improve the administrative process within the federation, and this is done by developing programs as follows:

Executive Administrative Level:

And it is considered one of the most important disciplines that must be taken care of, there is a famous administrative saying that says that one of the most important administrative duties is not to do work planning, but the importance of those who implement those plans, and the content of this degree must include:

- Administrative jobs related to the nature of work.

-Advertising media.

- Legislation and laws regulating work.
- Consolidating social relations with the surrounding environment.
- Methods of dealing with crises, avoiding them, and finding appropriate solutions to them.
- How to prepare records of activities.
- Preparing match schedules and organizing schedules for training and competitions.
- The administrative steps are followed for each activity.
- Preparing for sports activities and competitions.
- Teams training and preparation.
- How to determine the necessary needs.
- How to equip the stadiums.
- The books and records of the activities.
- How to conduct follow-up operations.
- How to deal with students and conduct orientation operations.
- The security and safety factors associated with the implementation of the activity.
- Purchase committees and how to form them.
- Quotations.
- Minutes of consumption, speculation, and installation.

Supervisory administrative level:

It is one of the most important administrative levels that must be taken care of, because the workers when promoted to that degree have some new specializations that they are not fully aware of and are not highly qualified, and the content of that degree must include:

- Modern administrative methods.
- Work-related crises and how to deal with them.
- Administrative leadership.
- Modern means of communication.
- How to set time programs.
- Determine the responsibilities of the employees.
- Division of work and assignment of duties.
- Administrative direction.
- Administrative control.
- Coordination.
- Organizing and managing competitions.
- Laws about different games.
- Evaluation.
- Consolidating social relations.
- Distribution of the activity budget.
- Financial regulations issued by the Supreme Council of Universities.
- Purchases.
- Taxes and stamps.
- Sports Economics.

Higher administrative level:

It is one of the highest administrative levels given what falls upon him to develop plans and programs for activities and is considered one of the sensitive levels because the faculties of affairs are in his hand and he is free to act in setting plans and responsibilities, and the content of this degree must include:

- Senior administrative positions.
- Exercising administrative leadership.
- Setting goals.
- Establishing organizational structures.
- Defining responsibilities.
- Administrative direction.
- Decision-making.
- Application of financial regulations.
- Preparing budgets.
- Items of spending on activities.
- Making the budget and special notes.
- Budget allocation.
- Financial regulations governing work.

These are considered one of the most important administrative jobs in the Federation and they must be developed sustainably so that they can improve their job performance within the Federation.

Third: Outputs:

It is the input after conducting the operational processes on it and estimating the return from behind the proposed model, and from the standpoint that the union is an open system that affects and is affected by society, the interaction and influence takes place between it and the environment surrounding it, which is the set of internal and external conditions and the mutual interactions and relationships that are affected and effected by it, These outputs can be identified as:

Internal environment:

For workers: which is represented in the workers' ability to complete the tasks assigned to them and increase their ability to deal with various matters related to the union and what is going on within it, and increase their ability to develop, innovate and create.

About the federation: which is represented in increasing the capacity to fulfill the requirements of the federation by increasing its financial resources, developing its facilities, and increasing the services provided.

External environment:

It is the trends of dealers with the union towards and recognition of the extent of development of services and activities, the presence of a tangible improvement in the level of workers and activities, and the increase in the investors' desire to invest their money in the union because of their sense of security in the ability to achieve profit

It must achieve the outputs of the model required of it and be able to fulfill its requirements, the return from behind the model must be multiple and varied, there are returns for the administrative process and its development on the one hand, as well as increasing the material return, and the ability he activities of the union, and it will only come through Keeping up with modern economic thought and applying management concepts.

Fourth: Feedback:

It represents the control aspect, which compares the outputs of the model with the previously set goals to determine the degree of congruence of the actual results with the intended results of the plan, as well as identifying the deviations that have been made to prepare for their treatment.

Evaluation of the proposed model:

The process of evaluating the model is one of the most important stages that must be for. Knowing its feasibility must know what it has provided to those interested and whether this has led to an increase in the Union's ability to fulfill its requirements, or that this model did not play the role assigned to it in providing services and the ability to upgrade the Federation and its branches, Thus, it a waste of time and useless, and several methods can evaluate the return of the model and can in the following points:

1. The development of the administrative and technical structure.
2. The Federation's revenues in the last account for the past year.
3. How many projects were completed in the past year.
4. The volume of activities that were created in the past year.
5. The extent of investor interest in contracting with the Union to exploit its facilities.
6. The volume and quality of services provided to members, in terms of quantity and quality.
7. The extent of the public's hesitation to the union, compared to the past years.
8. Knowing the capabilities of the employees before joining the model program, either through the pre-tests that are done before starting the implementation of the program or through interviewing the higher management and getting acquainted with the capabilities of the employees.
9. Conducting tests after completing the training program and comparing its results with the pre-test prepared for the employees and identifying whether there has been progressing in their level or not, but this alone is not enough. The increase in knowledge does not lead to the inevitability of improving the level of employment in practice.
10. Follow-up of employees after the completion of the program in practice by conducting interviews or questionnaires with the higher management to determine whether these programs have led to an increase in their capabilities and job skills or not.

The following form illustrates how to evaluate the union economically, organizationally, and administratively

No	Statement	Fullmark	score
1	Market yield.	10	
2	Investment of the Union facilities.	10	
3	The administration of the federation plans, controls and manages the budget of the union and rationalizes the aspects of spending.	10	
4	Opening channels of communication between the Federation and external parties.	10	
5	Follow up and implement the required plans.	10	
6	Several activities were carried out.	10	
7	Several participating clubs.	10	
8	The financial balance for the end of the fiscal year.	10	
9	Attracting distinguished employees.	10	
10	Implementing the decisions of the general assembly.	10	
	Total	100	

Mechanisms for designing the proposed model:

According to the results of the research, the researcher concluded that there is no human resources

department. Therefore, the administration of any union should seek to implement this model by activating:

First: Establishing a Human Resources Department that is specialized in:

- 1- Planning the workforce and determining the union's needs for human resources.
- 2- Analysis of jobs in the Federation from Executive Director - Financial Director - Administrative Director - supervisors - technicians - sports specialists - maintenance unit - security personnel - support services.
- 3- Performance evaluation to determine the strength and weaknesses of the employees.
- 4- Training and development for performance and skills increase.
- 5- Design wage and salary structure, incentives, and bonuses.
- 6- Planning the career path within the union.
- 7- Studying employee complaints and solving their problems.
- 8- Organizing and keeping personnel files and records.
- 9- Preparing periodic reports.
- 10- Establish safety systems and work to provide a safe and stable environment for workers within the union.

Specifications and criteria for selecting employees of the Human Resources Department:

A- Director of Human Resources Department:

His scientific and academic qualifications:

Bachelor of Business Administration.

Enrolling in postgraduate courses in human resource management

Master of Business Administration with some practical experience

It is also possible if he holds a bachelor's degree in social sciences, a field of arts, or any other commercial academic field such as business, finance, and marketing.

Experience:

At least 10 years of experience in administrative work.

Skills:

- 1- Good computer skills.
- 2- High skills in dealing with others.
- 3- High skills in the art of modern management.
- 4- Problem-solving skills.
- 5- Cognitive sensitivity to the needs of the organization and the business.
- 6- Knowledge of remuneration methods that enhance business plans.
- 7- Strategic and intellectual skills.
- 8- Knowledge of planning for success at the level of the position and the organization.
- 9- Leadership skills in directing and influencing.
- 10- Capabilities in analyzing data and developing plans in the light of it.

B - Personnel in the Human Resources Department:

Workers must have the following characteristics:

- Good communication capabilities. Has good presentation ability.
- creativity and innovation. - Friendly dealing and closeness to employees.
- Good time management. - self-discipline.
- Authorize business. -Has the skill to decide.

- source of trust for others. - catalyst for others.
- outstanding leader for others. - It calculates.

Second: Training of human resources in the Federation:

The essence of the training process is to bring about the required administrative development for the union’s workers, as the training materials that are prepared must be accurate and clear. Likewise, they must rely on upgrading the human element to raise their level, as most of the training materials prepared and confirmed by previous studies and research conducted in the same field are indications. To its reliance on theoretical subjects, which lack the specialized practical aspects, which have a major role in raising the individual's level in the functional aspects, especially those related to the economics of sport.

From here it was necessary to achieve this goal of the availability of many training courses I believe are important for managers of different positions and their different tasks to develop their administrative skills, and these training courses may sometimes come as training bags for administrative development, which are specialized in administrative development for all managers and heads of departments And supervisors, managers of administrative development and training, and senior leaders in organizations, and there are many distinguished training programs aimed at developing the skills of managers and providing them with knowledge of administrative development and how to benefit from the returns of development.

Among the most important of those training courses in the Administrative Development Training Package are the following training courses, as each group includes several specialized sub-courses:

- Manage meetings. -Administrative leadership.
- the management of change. -Skills of administrative excellence.
- Crisis Management. - Total Quality Management.
- Planning skills. Skills in preparing and writing reports.
- Human Resource Management. -Delegation skills.
- Managing conflict and stress. -Motivation skills.
- Measuring and evaluating performance. - Project management
- Public administration and business administration. -Administrative supervision.
- Administrative creativity and innovative thinking. Analyzing problems and decide.
- Secretarial and office management skills. -Marketing, Sales, and Customer Service.
- Arts of dealing and communication. - negotiation skills.
- Work teams. -Management Engineering (Engineering).
- time management. - Administrative Development.
- Human relationships

A proposed model for one of the training units for workers within the union:

New employees, whether experienced (first three months)

Basic Courses:

1- An introductory course on administrative work within the union

The target of the course	Junior staff.
Duration of the course for each employee	The first month from the start of the appointment and throughout 4 sessions.
Themes	1- The emergence and development of the union. 2- Message of the Union. 3- Defining the administrative work and its functional specializations.

- | | |
|--|---|
| | 4- The Articles of Association of the Union.
-5Financial Regulations |
|--|---|

Note: At the end of the course, a (multiple choice) examination of e participants to measure the extent of its benefit.

2- An initial course on labor regulations within the federation _ administrative leadership _ decision-making _ preparation for sports activities and competitions:

- Goal: junior employees.

Duration: two weeks for each employee.

- Each trainee takes an exam at the end of the course.

The results of the exam are submitted to the line manager and those concerned with the human resources management and kept in a special file for the employee training information record, in a database for the training plan.

3- Specialized Courses:

The advanced courses in the field of management sciences and leadership, which are related to the following matters, include but are not limited to:

-Administrative direction.- Administrative control.

- Make a decision. -Scientific and technological innovations.

-Effective time management and priority management. -Delegation and empowerment skills.

-Strategies for effective negotiation. - Projects management.

Notes :

1- Every three months or every six months, a multiple-choice test is organized in the organizational and administrative culture, the principles of administrative work, and questions about policy and procedure manuals are distributed to all employees of the union, and under the supervision of the direct head of each unit, a department is to find out any gaps.

2- The Human Resources Department prepares a report on the results of the previous test and is considered as feedback on the effectiveness of the previous courses.

Notes and Ideas:

1- The Director of the Human Resources Department is keen to have a presence in this field, such as that he daily and every morning, via e-mail to the Federation, address all employees with a message containing wisdom about life, public behavior, or belonging and loyalty to the Union, and he is keen to broadcast these Spirit for all employees and selecting a work topic, life, behavior, or perhaps a story in a word to open a day's work, and this is a type of behavioral training in terms of changing trends in the long run.

2- The Human Resources Department notifies the creation of a post in which employees can deposit whatever problems or questions they face, whether related to work within the bank in general, or in the employee's department in particular and an employee for these complaints is appointed to see them from the Human Resources Department and submit their results to the Director of the Human Resources Department so that The confidentiality of the sender remains restricted between them. Accordingly, the Human Resources Department prepares its report in general to the higher management on the most important issues facing workers in the Union and their needs.

Conclusions:

1. The lack of an independent department for human resources management within Sports Unions.
2. There is a deficiency in the planning nature of human resources management at Sports Unions.

3. The enemy of the clarity of the methods of selecting human resources in Sports Unions and the existence of randomness in the selection methods.
4. The lack of many mechanisms followed to train human resources at Sports Unions.
5. The lack of means of implementing sustainability programs in Sports Unions.
6. The weakness of the administrative practices followed in the application of administrative empowerment in Sports Unions.
7. The proposed model for sustainable human development for members of Sports Unions can contribute effectively to the mechanisms of administrative empowerment and the development of work mechanisms.

Recommendations:

In light of the research results, the researcher recommends the following:

1. Create an independent human resource management department within Sports Unions.
2. The introduction of the proposed model for sustainable human development for members of Sports Unions as an effective input into the articulation of administrative empowerment mechanisms and the development of work mechanisms.
3. Taking into account the importance of the concept of administrative empowerment in sports institutions in general and sports Unions in particular, and focusing on its application within it because of its superior ability to raise the level of the individual and thus upgrade the institution.
4. Accuracy in choosing the administrative competencies based on the administrative process within the Federation to ensure the effectiveness of achieving the best results through the ability to make the right decisions.
5. Paying attention to the process of evaluating the effectiveness of the methods of investing the human element to ensure the success of the administrative process within the union.
6. The need for the Sports Unions Board of Directors to implement training courses for workers in all disciplines and allocate a budget for that.
7. Holding periodic and continuous meetings for the Union's employees to urge them to complete the work entrusted to them, as well as innovation in work, which helps to upgrade the level of institutions.
8. Setting clear and consistent criteria for evaluating the performance of employees, taking into account that those standards are consistent with the skills and capabilities of workers and with the nature of work requirements.
9. Conducting similar studies to identify the role of human resources investment in sports institutions in improving the various administrative elements in sports institutions and trying to take advantage of deficiencies and find out about them.

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