

ORIGINAL ARTICLE



# A Proposed Vision for Human Resources Investment and its Role in Enhancing the Competitive Advantage of Sports Institutions

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## ABSTRACT

**Background.** Sports institutions in developed countries have many resources that can be used to achieve a competitive advantage as well as a country's specific goal. The success of the establishment or institution depends to a large extent on the skill with which the workers of the administration perform. **Objectives.** The purpose of the study was in a vision for investment in human resources and their role in achieving a competitive advantage in sports institutions in the Kingdom of Saudi Arabia. **Methods.** We used the descriptive approach and We selected the research sample by the random class method from the number of sports institutions (25) and the number of individuals (228). **Results.** The results showed that the response Rate to the axes of the questionnaire on the reality of human resources investment to achieve a competitive advantage in sports institutions in the Kingdom of Saudi Arabia ranges between 58% and 71%. Current investment in human resources is limited in Saudi sports institutions. **Conclusion.** We also observed a lack of effective planning for human resources management, weak mechanisms to train human resources, and a lack of effective methods to develop administrative and organizational policies. Moreover, there is little evaluation and follow-up to measure the feasibility of organizational and economic financing, investment, and marketing to distinguish a sports institution from its peers. The lack of an approved system for the evaluation of this problem is observed for all employees of the institution based on scientific foundations. A lack of transparency and objectivity in evaluation leads to employee dissatisfaction, as well as a lack of participation of employees at the beginning of their opinion on the negative evaluation within the institution.

**KEYWORDS:** *Investment, Human Resources, Competitive Advantage, Vision, Management.*

## INTRODUCTION

Sports institutions in developed countries have many resources that can be used to achieve a competitive advantage as well as a country's specific goal. The human element stands at the forefront of the productive elements of the institution; it is the basic engine of the institution's productivity. Indeed, the ability of the institution to achieve its objectives at the

required level depends on individual employees' efficiency (1). The provision of material resources of an institution cannot achieve institutional objectives without an effective workforce (2). This requires the proper management of human resources and the institutional element that develops, coordinates, and directs them; this element cannot be replaced.

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The success of the establishment or institution depends to a large extent on the skill with which the workers of the administration perform. The changes taking place in our contemporary world have greatly contributed to the impact of the conditions of sports institutions and bodies. In particular, these changes have contributed to the transfer of influence and its extension to the human side. As such, human resources have become a high priority for institutions, and they have sought to implement various programs, plans, and strategies (3).

In recent times, researchers have focused on innovation as a key contributor to competitive advantage and survival of firms (4-8). The influx of research in recent years notwithstanding, notable gaps in the innovation literature exist. For example, in Ireland, firms require the right set of organizational factors that may include strategy, resources, and skills to successfully exploit the entrepreneurial spirit to improve innovation performance in firms. In response, several studies have been carried out to understand the dynamics and processes of innovation in firms, including the influence of antecedents such as top management support and rewards on innovation performance (9).

Attention to and care for human resources is currently the most important phenomenon to officials in both developed and developing countries. This is because human resources represent an important element of production and excellence within the institution and production processes; excellence and competition cannot be carried out without the necessary human expertise and skills. HRM is considered a rationalized effort applied by organizations to manage talent pools to achieve organizational goals (10, 11). HRM is critical to business success because it shapes the relationship between organizations and employees. HRM helps organization survive by enhancing their ability to attract, develop, motivate, and retain employees (12-14). HRM are the techniques that companies use to keep their talented employees at the right time, which helps them to maintain a high level of efficient operation, to maintain continuous organizational development, and to sustain competitive advantage (15, 16). HRM is a pivot endeavor in creating high performance and competitive organizations.

Human resources play an important role in improving productivity and achieving goals, as

they are a combination of intelligence, efficiency, and knowledge. The human side of the organization consists of individuals who can learn, develop, innovate, and achieve excellence for the organization, which helps to sustain the work in the long term if employees are adequately stimulated. Notes the importance of human resource management, as it can contribute to the creation of a sustainable competitive advantage through the development of human competencies in organizations or institutions. It can also establish a link between the overall objectives of the business management strategy and human resource management, as the latter is an important element of the overall organizational strategy (17).

Human resources (HR) are the main source of competitive advantage, as they are linked to competitive advantage in advanced organizations or companies around the world (18). With the spread of globalization, especially in the new millennium, institutions found themselves in an atmosphere of increasing competition. In this environment, no institution can continue without enjoying a competitive advantage. Therefore, interest in the concept of competitiveness appeared again at the beginning of the nineties as a product of the new global economic order and the emergence of globalization, and the general orientation of the application of market economies. The concept of competitiveness overlaps with several other concepts, including growth, economic development, and the prosperity of countries, which is reflected in the concept's continuous development. In the early seventies, it was related to foreign trade. In the eighties, it became associated with industrial policy, and in the nineties, it was associated with countries' technological policy. Currently, countries' competitiveness is related to their ability to raise the living standards of their citizens. In this context, several variables have contributed to an increase in the intensity of competition in local and global markets. The most important of these are globalizing, the GATT agreement, increasing economic blocs, increasing customer requirements, accelerating the movement of technological development, and the intensity of competition, which pushes institutions to apply the latest concepts to face their competitors. A competitive advantage is "the ability of an organization to perform its business in a way that is difficult for its

competitors to imitate (19, 20). Baack points out that an organization has a competitive advantage when it has the possible means to beat competitors and is preferred by customers (19). Moreover, the competitive advantage is to deliver goods and services to customers that are consistent with their needs and desires (21). This advantage persists if competitors cannot copy or weaken the organization. There are many competitive strategies adopted by business organizations, including the alliance between organizations as a competitive strategy of mergers. However, the most important of these strategies is quality management. Quality has become a basic requirement for competition, and it increases and strengthens organizations' competitive advantage (22). Kotler argues that a service organization should provide the service at the level that the customer expects. Clients compare what they expect with what they actually obtain. If what they receive is below their expectations, they lose interest in the organization, while what they receive meets or exceeds their expectations (21).

Researchers have found that human cadres working in sports institutions do not have sufficient experience to fulfill the requirements of their work. This leads to exposure to many administrative, technical, and financial irregularities that hinder the performance of assigned work. Therefore, this deficiency may lead to the weakening of employees' positions at work as well as a weakness at the administrative and applied level, which in turn leads to a weakness in the administrative ability to manage activities and institutions. There is also a lack of quality in the work entrusted to it, which is focused on the interest of the sports institution and the absence of the advantage that would attract members to join it (22). From the above, the researchers noted through their direct contact with sports institutions that this field requires specialized cadres who are aware of the requirements of the sports institution and their competencies towards the external public. They also require knowledge of numerous technical skills and extensive information and administrative, technical, and financial procedures. This body of knowledge increases the duties of his administrative job as well as the applied technical aspects in all fields and activities. Sports institutions with many specializations must also be able to develop employees' skills, behaviors at work, and career development during the different

stages of work. Hence, we conducted this study to research the ways and methods of investing human resources in sports institutions, whether at the level of selection, appointment, training, or promotion. Through the researchers' knowledge of previous studies and research conducted in this field (22-28). They did not find any studies that have dealt with the development of a vision for the investment of the human element within sports institutions as an attempt to find the competitive advantage of the institution. In accordance, this study aims to develop a proposed vision for the investment of human resources and their role in enhancing the competitive advantage of sports institutions in the Kingdom of Saudi Arabia, we hypothesize that: (a) What is the reality of planning for the management of human resources to achieve a competitive advantage in sports institutions?; (b) What impedes the attraction and selection of human resources to achieve a competitive advantage in sports institutions?; and (c) What mechanisms are used to train human resources to achieve a competitive advantage in sports institutions? ; (d) What are the incentive and promotion systems associated with the development of economic and social resources in sports institutions?; (e) What are the ways to develop administrative and organizational policies to enhance the competitive advantage of sports institutions?; (f) What methods of evaluation are used to measure the organizational and economic feasibility (finance, investment, and marketing) characteristic of sports institutions? ; (g) What is the order of the axes of the questionnaire on the reality of human resources investment and their role in enhancing the competitive advantage of sports institutions in the Kingdom of Saudi Arabia?; (h) What is the proposed vision for investing in human resources to achieve a competitive advantage in sports institutions in the Kingdom of Saudi Arabia?

## MATERIALS AND METHODS

**Research Sample.** The research community represents the employees of sports institutions in the Kingdom of Saudi Arabia, and the following categories were selected: boards of directors, managers of the institution, administrators, financial officials, and sports specialists. We selected the research sample by the random class method from the number of sports institutions (25) and the number of individuals (228).

**Research Instruments.** The following data collection tools were used in the research:

First – Analysis of records, and documents: We inventoried and analyzed the previous studies to reach an appropriate theoretical reference framework for this study to achieve its objectives, as well as to identify the nature and size of the community and the sample of the research that can be applied to it in Saudi sports institutions

Second – Questionnaire: We designed a questionnaire on the reality of human resources investment and its role in enhancing the competitive advantage in sports institutions in the Kingdom of Saudi Arabia (see Appendix A, B for more details).

**Procedures.** We surveyed the period from 03/04/2022 to 13/04/2022 on a sample of 60 individuals belonging to sports institutions in the Kingdom of Saudi Arabia and outside the basic sample. The basic study was conducted from 17/04/2022 to 24/05/2022.

**Statistical Analysis.** The Statistical Package for the following statistical tests: percentage, relative weight, average response, and confidence limits. The data were processed using IBM SPSS Statistics software.

## RESULTS

In this section, the focus on studying human resources Investment and its Role in Enhancing the Competitive Advantage of Sports Institutions in the Kingdom of Saudi Arabia.

**Table 1** shows the percentage of the average response to the opinions of the research sample in the statements of the first axis: planning for human resources management to achieve competitive advantage between 53% and 84%. The percentage of statements (1, 3, 5, 6) was less than the minimum confidence, which indicates that in reality, planning for human resources management does not achieve a competitive advantage in sports institutions. The percentage of the axis as a whole (66%) is higher than the minimum confidence level, indicating its achievement at a percentage less than the maximum confidence in the reality of planning for human resources management for competitive advantage at sports institutions.

**Table 2** shows that the percentage of the average response to the opinions of the research sample ranged in terms of the second axis; methods of attracting and selecting human resources to achieve competitive advantage ranged between 56% and 82%. Moreover, the percentage of phrases (4, 8) was less than the minimum

confidence. This indicates that they are not achieved when attracting and selecting human resources to gain a competitive advantage, as suggested by the ratio of the axis as a whole (64%).

**Table 3** shows that the percentage of average responses to the opinions of the research sample ranged in the statements of the third axis: the mechanisms used to train human resources to achieve competitive advantage ranged between 59% and 89%, and the percentage of statements (1, 6) came below the minimum confidence. This indicates that they are not achieved in the mechanisms used to train human resources to achieve a competitive advantage, as the ratio of the axis as a whole (71%) is higher than the minimum level of confidence; this indicates its achievement in the mechanisms used to train human resources to achieve competitive advantage.

**Table 4** shows the percentage of average response to the opinions of the research sample in terms of the fourth axis: incentive systems and promotions associated with the development of economic and social resources range between 58% and 66%, and the percentage of statements (3, 5, 6) was less than the minimum confidence. This indicates that they are not achieved in the reality of incentive systems and promotions related to the development of economic and social resources in sports institutions, as the percentage of the axis as a whole (62%) is higher than the minimum level of confidence. This shows its achievement in the reality of incentive systems and promotions associated with the development of economic and social resources in sports institutions.

**Table 5** demonstrates the percentage of the average response to the opinions of the research sample in the statements of the fifth axis. Methods of developing administrative and organizational policies to strengthen competitive advantage ranged between 51% and 68%, and the statements (2, 5) came below the minimum level of confidence. This indicates that they are not achieved in the reality of the methods of developing administrative and organizational policies to strengthen the competitive advantage in sports institutions. Moreover, the ratio of the axis as a whole (62%) is higher than the minimum level of confidence, which indicates its achievement in the reality of methods of developing administrative and organizational policies to strengthen the competitive advantage in sports institutions, but only to a small degree.

**Table 1. Relative weight and percentage of average sample response relative to the statements of the first axis (planning for human resource management to achieve Competitive advantage) (n = 228).**

No.	Phrases	Responsiveness			Relative weight	Average response	%	Rank
		Agree	To some extent	Disagree				
1	It is considered by senior management of human resources as an important resource of the enterprise	40	55	133	363	0.53	53%	6
2	The administrative and organizational policies of the institution take into account the selection of the best elements for filling positions.	120	82	26	550	0.80	80%	2
3	Within the sports organization, there is a specialized human resources department that performs strategic planning to achieve the competitive advantage of the institution.	66	50	112	410	0.60	60%	4
4	The competitive advantage of the enterprise is achieved through the development of human capabilities and potential.	158	32	38	576	0.84	84%	1
5	The Human Resources Department works to immediately address potential problems in the field of recruitment and performance evaluation.	55	54	119	392	0.57	57%	5
6	There is a budget allocated within the institution to develop and develop the capabilities of the human element.	80	24	124	412	0.60	60%	4
7	There is an appreciation of the future needs of human resources on various administrative, organization, sports and social disciplines.	75	57	96	435	0.64	64%	3
Average axis response					448.29	0.66	66%	
Minimum Trust = 0.61 Maximum Trust = 0.73								

**Table 2. Relative weight and percentage of average sample response relative to the statements of the second axis (methods of attracting and selecting human resources) To achieve competitive advantage (n = 228).**

No.	Phrases	Responsiveness			Relative weight	Average response	Percentage	Rank
		Agree	To some extent	Disagree				
1	The sports institution relies on the electronic polarization system to provide the best distinctive elements.	95	11	122	429	0.63	63%	4
2	There are incentive mechanisms in the organization to attract competencies that help to achieve competitive advantage.	101	59	68	489	0.71	71%	3
3	The administrative structures are modified and developed according to the needs of the sports institution that distinguishes it.	72	117	39	489	0.71	71%	3
4	The selection process within the sports institution is carried out transparently and impartially.	35	119	74	417	0.61	61%	5
5	There are specific mechanisms within the sports institution to organize the recruitment process according to the requirements of the work.	88	84	56	488	0.71	71%	3
6	The process of selecting human resources within the sports institution is carried out following the requirements of the competition.	144	44	40	560	0.82	82%	1
7	The selection process of individuals applying for various positions in the sports institution is carried out according to the principle of experience, competence, and qualification.	92	84	52	496	0.73	73%	2
8	There is a kind of satisfaction by members of the institution on the selection and appointment policies.	44	64	120	380	0.56	56%	6
Average axis response					436.78	0.64	64%	
Minimum Trust = 0.61 Maximum Trust = 0.73								

**Table 3. Relative weight and percentage of average sample response relative to the statements of the third axis (mechanisms used to train human resources To achieve competitive advantage (n = 228).**

No.	Phrases	Responsiveness			Relative weight	Average response	Percentage	Rank
		Agree	To some extent	Disagree				
1	The Foundation seeks to develop the training programs used continuously.	44	85	99	401	0.59	59%	7
2	There is a periodic follow-up and evaluation of employees within the institution.	89	99	40	505	0.74	74%	4
3	Senior management makes a sufficient effort in the field of developing and developing its employees to develop the level of job performance of employees.	86	115	27	515	0.75	75%	3
4	The objectives of the training are commensurate with the actual needs of the institution to achieve its competitive advantage.	100	108	20	536	0.78	78%	2
5	There are coordination and cooperation between the training departments of the Ministry and the management of the sports institution.	177	27	24	609	0.89	89%	1
6	The training is carried out based on the wishes and needs of the employees of the institution.	70	44	113	411	0.60	60%	6
7	There is a kind of satisfaction by members of the institution on the selection and appointment policies.	68	77	83	441	0.64	64%	5
Average axis response					488.29	0.71	71%	
Minimum Trust = 0.61 Maximum Trust = 0.73								

**Table 4. Relative weight and percentage of average sample response relative to the statements of the fourth axis (incentive systems and promotions associated with the development of Economic and social resources) (n = 228).**

No.	Phrases	Responsiveness			Relative weight	Average response	Percentage	Rank
		Agree	To some extent	Disagree				
1	The senior management of the institution encourages innovation and renewal by employees to raise the level of revenues of the institution.	55	96	77	434	0.63	63%	3
2	The senior management has the right to promote and motivate the employees of the institution.	33	155	40	449	0.66	66%	1
3	There are objective criteria for identifying and promoting outstanding employees.	30	110	88	398	0.58	58%	4
4	The immediate superior has complete freedom to make decisions about motivating and promoting employees.	39	134	55	440	0.64	64%	2
5	There is a social security system within the institution with which employees feel job security.	34	102	92	398	0.58	58%	4
6	There is fairness and objectivity within the organization of the system of promotions and incentives.	29	112	87	398	0.58	58%	4
7	There is interest in increasing the salaries of outstanding employees and workers who contribute to raising the level of the institution	67	88	73	450	0.66	66%	1
Average axis response					423.86	0.62	62%	
Minimum Trust = 0.61 Maximum Trust = 0.73								

Table 6 shows that the percentage of average responses to the opinions of the research sample ranged in terms of the sixth axis. The evaluation methods used to measure the organizational and economic feasibility (financing, investment, and marketing) characteristic of sports institutions ranged between 38% and 64%, and the percentage of phrases (1, 2, 4, 6, 7, 8) was less than the minimum confidence. This indicates that it is not achieved in the reality of the evaluation methods used to measure the organizational and economic feasibility (financing, investment, and marketing) characteristic of sports institutions. The ratio of the axis as a whole (58%) is less than the minimum level of confidence, which indicates that it is not achieved in reality. The evaluation methods used to measure the organizational and economic feasibility (financing, investment, and marketing) characteristic of sports institutions as the percentage of the questionnaire as a whole (64%) are higher than the minimum level of confidence. This indicates its achievement in the reality of investment in human resources to achieve a competitive advantage in sports

institutions in the Kingdom of Saudi Arabia to a small degree.

Table 7 shows the percentage response to the axes of the questionnaire on the reality of human resources investment to achieve a competitive advantage in sports institutions in the Kingdom of Saudi Arabia, which ranges between 58% and 71%. The axis for the mechanisms used to train human resources to achieve competitive advantage came first, while the axis for planning for human resources management to achieve competitive advantage was second. In third place came the axis for methods of attracting and selecting human resources to achieve a competitive advantage. The fourth axis was for systems of incentives and promotions associated with the development of economic and social resources and methods of developing administrative and organizational policies to strengthen competitive advantage. The fifth axis was the evaluation methods used to measure the organizational and economic feasibility (financing, investment, and marketing) characteristics of sports institutions.

**Table 5. Relative weight and percentage of average sample response relative to the statements of the fifth axis (methods of developing administrative and organizational policies to consolidate competitive advantage) (n = 228).**

No.	Phrases	Responsiveness			Relative weight	Average response	Percentage	Rank
		Agree	To some extent	Disagree				
1	The management of the institution uses experts specialized in the development process to achieve the competitive advantage of the institution.	44	149	35	465	0.68	68%	1
2	The management of the organization continuously monitors the development of the work to support the competitive advantage.	22	78	128	350	0.51	51%	5
3	The management of the institution conducts communication with members through modern mechanisms and technologies.	34	134	60	430	0.63	63%	3
4	There is an organizational manual that regulates the organizational and executive objectives, policies, and procedures of the institution.	47	120	61	442	0.65	65%	2
5	The organization's administrative and organizational policies check the selection of the best elements in administrative positions	44	82	102	398	0.58	58%	4
6	Encourage new ideas for administrators when making non-routine decisions from the methods of developing policies followed by the institution.	52	110	66	442	0.65	65%	2
Average axis response					421.17	0.62	62%	
Minimum Trust = 0.61 Maximum Trust = 0.73								

## DISCUSSION

Table 1 shows the percentage of the average response to the opinions of the research sample in the statements of the first axis: planning for human resources management to achieve competitive advantage between (53% - 84%). The percentage of statements (1, 3, 5, 6) was less than the minimum confidence, indicating that it is not achieved in the reality of planning for human resources management to achieve competitive advantage in sports institutions. Moreover, the ratio of the axis as a whole (66%) is higher than the minimum confidence, which indicates that it has been achieved by a percentage less than the maximum confidence in the reality of planning for human resources management to achieve a competitive advantage in sports institutions. We attribute the result for some phrases in the absence of planning for human resources management to achieve a competitive advantage in some sports institutions, as the senior management does not recognize human resources as an important resource of the institution. Moreover, the human resources department does not work to immediately address potential problems in the field of recruitment and performance evaluation, and there is no budget allocated within the sports institution to develop the capabilities of the human element. Finally, there is no human resource management within the sports institution specialized in strategic planning to achieve a competitive advantage. The lack of interest in human resource planning is due to a failure to provide much of the information necessary for the preparation and implementation of other activities involved in managing employees, which represents a large part of the strategic planning of the organization and therefore the inability to evaluate performance. This affects the failure of sports institutions to achieve a competitive advantage. This absence of planning is due to the lack of interest and support of senior management in human resources; it is not considered an important resource that distinguishes permanent institutions. It also reflects a lack of interest on the boards of directors of sports institutions in developing plans and budgets to train human resources, develop their abilities, and meet their needs.

Human investment is one of the best investments in generating a return and facilitating comprehensive economic development. Therefore, education is seen as a tool of production more than consumption, and human capital is of great

importance in the process of economic and social development since it provides a trained workforce at various levels. Education also facilitates the introduction of human capital components as a means and goal of economic and social development plans. This is consistent with the studies of Keffane et al. (29), Memon and Rohra (30), Tan and Nasurdin (31), and Porutiu and Napoca (32) concerning the importance of human capital or human resources in the economic and social development and formation of the organization's competitive strategies, as well as the managerial and organizational creativity within the organization. Mitchell (26) concluded that there is no awareness among the company's management of how to manage human resources, although there are manifestations of intellectual capital within the company and most aspects of the model are present. Nevertheless, the conscious management of intellectual capital has not occurred even though human resources help companies achieve excellence in the market.

Strategic HRM practices are more of an internal factor that influences an organization's performance rather than the external resources. In this context, the human resource is perceived as a significant resource that should be deployed with other resources to enhance the firm's performance. In the view of Findikli, Yozgat, and Rofcanim (33), strategic HRM practices should be viewed as a scheme that sets to enhance, motivate, and reduce employee turnover to ensure the effective implementation and the success of the firm and its employees. This view corroborates the study of Chang and Huang (34), which proved that a significant influence of human resource practices is found in positive organizational outcomes (35).

Wright et al. (36) point out that much of the research has demonstrated a statistically significant relationship between HRM practices and firm profitability. Purcell et al. (37) also notice that many previous studies have examined the link between HRM practices and have shown there is a positive connection, but none has explained the nature of this connection, i.e. how and why HRM practices influence performance seems to be compatible with that of Theriou and Chatzoglou (38), who argue that – despite the quantity and variety of empirical studies – little attention has been paid to the concept or understanding of the mechanisms through which HRM practices impact performance.



**Table 6. Relative weight and percentage of average sample response re percentage response and ranking lative to the statements of the sixth axis (evaluation methods used to measure organizational feasibility) The Distinctive Economic (Finance-Investment-Marketing) of Sports Institutions) (n = 228).**

No.	Phrases	Responsiveness			Relative weight	Average response	Percentage	Rank
		Agree	To some extent	Disagree				
1	There is an approved performance appraisal system applied to all employees of the institution based on scientific foundations.	44	86	98	402	0.59	59%	1
2	There are transparency and objectivity in the evaluation of performance of the institution.	52	77	99	409	0.60	60%	4
3	There is a correlation between the results of performance evaluation and the policies of promotion, motivation, and reward in the institution.	50	112	66	440	0.64	64%	3
4	The results of the evaluation and knowledge of the strengths and weaknesses of the employees of the institution are presented to know the organizational and economic feasibility.	29	103	96	389	0.57	57%	7
5	The performance appraisal system in force at the institution contributes to the identification of training needs for the future two years.	54	108	66	444	0.65	65%	2
6	The senior management of the organization clarifies how to evaluate the performance of employees with full transparency.	27	32	116	261	0.38	38%	8
7	The evaluation methods used in the organization can correct the wrong paths of employees.	32	138	27	399	0.58	58%	6
8	The employees of the institution participate in expressing an opinion on the methods of evaluating administrative work.	18	140	79	413	0.60	60%	5
Average axis response					394.63	0.58	58%	
The average response to the questionnaire axes					435.50	0.64	64%	
Minimum Trust = 0.61 Maximum Trust = 0.73								

**Table 7. Relative weight, average response, and ranking of the axes of the questionnaire on the reality of human resources investment to achieve competitive advantage in sports institutions in the Kingdom of Saudi Arabia (n = 228).**

No.	Axles	Relative weight	Average response	Percentage	Rank
1.	Planning for Human Resource Management to Achieve Competitive Advantage	448.29	0.66	66%	2
2.	Methods of Attracting and selecting human resources to achieve competitive advantage	436.78	0.64	64%	3
3.	The mechanisms used to train human resources to achieve competitive advantage	488.29	0.71	71%	1
4.	The system of incentives and promotions associated with the development of economic and social resources	423.86	0.62	62%	4
5.	Methods of developing administrative and organizational policies to enhance competitive advantage	421.17	0.62	62%	4
6.	The evaluation methods used to measure the organizational and economic feasibility (finance - investment - marketing) characteristic of sports institutions	394.63	0.58	58%	6
The average response to the questionnaire		435.50	0.64	64%	

Table 2 shows that the percentage of the average response to the opinions of the research sample in terms of the second axis, methods of attracting and selecting human resources to achieve a competitive advantage, ranged between 56% and 82%. Statements (4, 8) came below the minimum confidence level, which indicates that they are not achieved in attracting and selecting human resources to achieve a competitive advantage. The percentage of the axis as a whole (64%) was higher than the minimum confidence level. This indicates its achievement by a percentage less than the maximum trust in attracting and selecting human resources to achieve a competitive advantage.

We attribute this result to the lack of transparency and impartiality in the selection of competencies, as well as the failure to establish principles and foundations for selection. Such principles could achieve a competitive advantage by optimizing the testing of the applicant individuals, as well as the dissatisfaction of members with these policies of selection and appointment. Mediation and nepotism play a major role in the process of selecting applicants for jobs. The lack of transparency and impartiality leads to the dissatisfaction of members with sports institutions, as well as the lack of formation of committees for selection and appointment by the Board of Directors. We believe that the lack of objective criteria to measure the efficiency of the performance of employees in different positions, the presence of mediation, the lack of transparency and impartiality, and the Board of Directors is responsible for the selection and appointment process. Transparency and impartiality are important principles with many positive effects and benefits. They help to save time and costs, promote cooperation and independence, reduce ambiguity, and increase democracy and trust in management. The application of transparency contributes to administrative reform and the development of all administrative processes.

Table 3 shows that the percentage of the average response to the opinions of the research sample in the statements of the third axis, the mechanisms used to train human resources to achieve a competitive advantage, ranged between 59% and 89%. Statements (1, 6) came below the minimum level of confidence, indicating that they are not achieved in the mechanisms used to train human resources to achieve competitive

advantage. The ratio of the axis as a whole (71%) is higher than the minimum level of confidence, which indicates that it is achieved in the mechanisms used to train human resources to achieve competitive advantage.

We attribute this result to the lack of effective mechanisms for training human resources to achieve competitive advantage. In particular, sports institutions do not seek to develop training programs that are used continuously, and training is not carried out based on the requirements of the employees of the sports institution. Also, the boards of directors of sports institutions do not implement training courses for administrators and fail to implement tests for trainees immediately after the training course. Moreover, the board of directors should clarify that the nature of the work in sports institutions requires two years of training courses and nomination by the executive director or the board of directors. It should not be possible to promote or amend contracts without obtaining and succeeding in training courses. Current training programs do not take into account the conditions of employees of sports institutions, and there is no budget allocated to human resources training in sports institutions. The departments of sports institutions play an important role in developing the skills and abilities of their employees, both to benefit from their experiences and abilities in sports institutions and to achieve profits and competitive advantage (23). Sports institutions have failed to fulfill this role through the implementation of training courses that suit the actual needs of workers, especially in the educational and sports sectors (32, 36, 37).

Table 4 shows that the percentage of the average response to the opinions of the research sample in the statements of the fourth axis, incentive systems and promotions associated with the development of economic and social resources, ranged between 58% and 66%. Statements (3, 5, 6) were lower than the minimum confidence level, indicating that they have not been achieved in the reality of incentive systems and promotions associated with the development of economic and social resources in sports institutions. The percentage of the axis as a whole (62%) is higher than the minimum confidence level, which indicates its achievement in the reality of incentive systems and promotions associated with the development of economic and social resources in sports institutions.

We attribute the lack of incentive systems and promotions associated with the development of socio-economic resources to the lack of objective criteria for identifying distinguished workers, as well as the lack of specific criteria for their promotion. This leads to frustration among workers, and they become unwilling to intensify their efforts to achieve excellence for sports institutions and raise the level of profits and competition. Another important factor is the lack of a social security system that would give workers job security, which makes them work with enthusiasm and tranquility and do their best. The lack of fairness and objectivity within sports institutions, especially concerning the promotions and incentives of employees, leads to employee dissatisfaction, which affects the level of their performance. This, in turn, affects the achievement of a competitive advantage for sports institutions. Of course, workers' salaries and material incentives also affect their dissatisfaction, which must be taken into account. Superior employees must be encouraged financially, as there is no description card for jobs specifying the competencies of the incumbents; if there is such a description, it is not consistent with the tasks they perform. Moreover, there is no clear vision of the promotion policy and incentives, and administrators are not qualified to practice administrative work. Finally, occupational safety and security systems are not available to workers despite their needs.

Table 5 illustrates that the percentage of the average response to the opinions of the research sample in the statements of the fifth axis, methods of developing administrative and organizational policies to strengthen competitive advantage, ranged between 51% and 68%. Statements (2, 5) came below the minimum level of confidence, which indicates that they are not achieved in the reality of methods of developing administrative and organizational policies to strengthen the competitive advantage in sports institutions. The ratio of the axis as a whole (62%) is higher than the minimum level of confidence. This indicates that it has been achieved in the reality of methods of developing administrative and organizational policies to strengthen the competitive advantage of sports institutions, but only to a small extent. We attribute this result to the weakness of the methods of developing administrative and organizational policies to strengthen competitive advantage. This is due to the failure of sports

institution management to continuously follow up on work to support competitive advantage. Moreover, the policies of the administrative and organizational institutions do not successfully select the best candidates to fill administrative positions (39).

It is clear from Table 6 that the percentage of the average response to the opinions of the research sample in the statements of the sixth axis, the evaluation methods used to measure the organizational and economic feasibility (financing, investment, and marketing) characteristic of sports institutions, ranged between 38% and 64%. Statements (1, 2, 4, 6, 7, 8) were also below the minimum level of confidence, which indicates that they are not achieved in the reality of the evaluation methods used to measure the organizational and economic feasibility (financing, investment, and marketing) characteristic of sports institutions. Moreover, the ratio of the axis as a whole (58%) is below the minimum level of confidence, which indicates that it is not achieved in the reality of the evaluation methods used to measure sports institutions' organizational and economic feasibility. The percentage of the questionnaire as a whole (64%) is higher than the minimum level of confidence, which indicates that it is achieved to a small degree in the reality of investing human resources to achieve a competitive advantage in sports institutions in the Kingdom of Saudi Arabia.

We also found that there are no means of evaluation and follow-up to measure the organizational and economic feasibility of financing, investment, and marketing that distinguishes sports institutions from others (40). This is due to the lack of an approved performance evaluation system that applies to all employees of sports institutions based on scientific foundations, that is clear to all employees, and that takes into account all the policies of the institution and its categories. It also reflects the lack of consideration of transparency and objectivity in evaluation, which leads to employee dissatisfaction and, therefore, the absence of specific policies for promotion, motivation, and reward in sports institutions. Moreover, the lack of means to evaluate employees prevents them from correcting mistakes or expressing their opinions on the methods of evaluation within sports institutions. This, in turn, affects the level of their performance

and the failure to accomplish the tasks and responsibilities assigned to them, contributing to the failure to achieve profits and advantages for sports institutions. Marketing and investment departments can implement various policies to address these issues. Experts, offices, and companies specialized in marketing, professionalism, and sports promotion are used in the development of marketing plans and programs that will be implemented on the ground. In addition, the privileges granted by the Ministry of Sports to companies working in the field of marketing, investment, and advertising are developed as an encouragement to these economic entities to continue and increase their number of employees (36, 40). The discovery and innovation in advertising allow sports programs, facilities, and media centers disseminate information about the activities of the institution to the internal and external public, thereby increasing profits and competitive advantage.

Table 7 shows that the percentage of the average response to the axes of the questionnaire on the reality of human resources investment to achieve a competitive advantage in sports institutions in the Kingdom of Saudi Arabia ranged between 58% and 71%. The axis for the mechanisms used to train human resources to achieve competitive advantage was in the first place, while the axis in second place was planning for the management of human resources to achieve competitive advantage. The axis for methods of attracting and selecting human resources was in third place. To achieve a competitive advantage), while the axis for systems of incentives and promotions associated with the development of economic and social resources and methods of developing administrative and organizational policies to strengthen competitive advantage came in fourth place. Finally, the axis for evaluation methods used to measure the organizational and economic feasibility (finance, investment, and marketing) characteristic of sports institutions came in fifth place.

This is due to the lack of interest among senior management in planning for human resources management, although human resources are the most important resource of sports institutions for achieving a competitive advantage. It is also due to the lack of interest in the existence of human resources management in sports institutions, which provides the attention and planning

necessary to develop the capabilities and skills of the human element. In addition to the lack of training centers in sports institutions and the lack of interest among boards of directors, the Ministry of Sports and training centers must be commensurate with the needs of the employees. We find a lack of interest in the training of human resources due to the lack of specialized human resources in sports institutions, as well as a lack of sufficient numbers to implement training programs within the institutions. Finally, the training courses that do take place in sports institutions fail to enable workers or reflect their actual needs. We also observed a lack of development of the administrative and organizational policies of the sports institution and the discouragement of workers to make non-routine, innovative decisions. Moreover, there was little continuous follow-up to develop work to support the competitive advantage in sports institutions, as well as an absence of new departments within sports institutions, including public relations, marketing and investment, and media centers. Furthermore, we observed a lack of interest in senior management in information systems to support human resource management functions through which competitive advantage is achieved.

This is due to the lack of interest in the work of sports institutions and the lack of the necessary capabilities and special budgets through which they can develop. This prevents the development of the efficiency of the human element through training and the use of the best modern technology methods to develop its capabilities to achieve competitive advantage and increase the profits of sports institutions. In addition, job rotation processes and the mobility of workers between sports institutions lead to the instability of workers and the achievement of goals, as well as the organizational culture of employees. This affects sports institutions' achievement of competitive advantage. Also, the policies of the administrative and organizational sports institutions will not be developed. Despite the interest of most of the boards of directors of sports institutions for sports activities in general and for the game of football in particular, there is a lack of interest in the human element, and there is no special budget to develop its capabilities and increase its efficiency. Wit and Meyer (41) noted that an organization has a competitive advantage when it has the possible means to beat

competitors and customers prefer it. The competitive advantage is to deliver goods and services to the customer that are consistent with his needs and desires, which are continuous if competitors cannot copy them or weaken the actions of competitors (17, 23). Wujars et al. (42) concluded that human capital and strategic measurement contribute to success and competitiveness. From the description of competitive advantage, it is clear that competitive advantage is significant to the performance of any organization to survive and be placed in a prominent position in the market (35). This advantage, thus, depends on the type of competitive advantage that the firm wants to deploy and the area to be covered with their activities (43).

### CONCLUSION

This study acknowledged that there are significant limitations to the bounds of their interpretation; Thus, further studies are warranted. The results showed that the response Rate to the axes of the questionnaire on the reality of human resources investment to achieve a competitive advantage in sports institutions in the Kingdom of Saudi Arabia ranges from 64%. Current investment in human resources is limited in Saudi sports institutions. We also observed a lack of effective planning for human resources management, a percentage of 66%, weak mechanisms to train human resources a percentage of 71%, and a lack of effective methods to develop administrative and organizational policies a percentage of 62%. Moreover, there is little evaluation and follow-up to measure the feasibility of organizational and economic financing, investment, and marketing to distinguish a sports institution from its peers it was a percentage of 58%.

The lack of an approved system for the evaluation of this problem is observed for all employees of the institution based on scientific foundations. A lack of transparency and objectivity in evaluation leads to employee dissatisfaction, as well as a lack of participation of employees at the beginning of their opinion on the negative evaluation within the institution. Given the lack of a clear strategy for competition within sports institutions and the inability of the leaders of managing institutions to formulate strategies. The results also showed that the impact of strategic human resources management

practices on competitive advantages is weak. The study recommends the application of the proposed vision of human resource investment in sports institutions in the Kingdom of Saudi Arabia, it is necessary to invest in human resources through the adoption of comprehensive training programs for all employees at various administrative levels. In addition, that training and nominations should be built based on a real survey of needs and their positions in quantity and quality. Thus, sports organizations must continue to improve their human resource management to keep pace with challenges and achieve competitive advantage. Future research on achieving sustainable competitive advantages in the sports environment through strategic human resource management practices should include other structures, such as the use of technology and modern methods of evaluation and measurement, which help in conducting many studies on achieving sustainable competitive advantage in sports clubs and institutions.

### APPLICABLE REMARKS

- The low reality of investing human resources to achieve a competitive advantage in sports institutions in the Kingdom of Saudi Arabia.
- The absence of effective planning for human resources management to achieve a competitive advantage in sports institutions.
- The weakness of the mechanisms used to train human resources to achieve a competitive advantage in sports institutions.
- The lack of effective methods for developing administrative and organizational policies to strengthen the competitive advantage in institutions.
- The absence of evaluation and follow-up methods to measure the organizational and economic feasibility of financing, investment, and marketing that distinguish the sports institution from others.
- The absence of an approved system for performance evaluation that is applied to all employees of the institution based on scientific foundations.
- Non-participation of employees in expressing their opinions about evaluation methods within the institution.
- The absence of a clear strategy for competition within sports institutions and the inability of those in charge of managing institutions to formulate and implement strategies.

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## CONFLICT OF INTEREST

The authors declare no conflict of interest.

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