

The relationship between the function of motivation and the improvement of human resources performance in the Mohamed Boudiaf Sports Complex.

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Abstract

THIS STUDY AIMS TO HIGHLIGHT THE RELATIONSHIP BETWEEN THE MOTIVATION PROCESS AND THE ENHANCEMENT OF HUMAN RESOURCE PERFORMANCE AT THE MOHAMED BOUDIAF SPORTS COMPLEX IN ALGIERS. IT SEEKS TO EMPHASIZE THE IMPORTANCE OF HUMAN RESOURCE DEVELOPMENT IN ACHIEVING OVERALL PERFORMANCE IMPROVEMENTS, WHICH IN TURN CONTRIBUTE TO THE ADVANCEMENT OF THE FACILITY AS A WHOLE. THE ULTIMATE GOAL IS TO MEET THE STANDARDS OF HIGH-LEVEL SPORTS FACILITIES. THE MOHAMED BOUDIAF SPORTS COMPLEX WAS CHOSEN AS THE FIELD OF STUDY BECAUSE IT IS THE LARGEST SPORTS COMPLEX IN ALGERIA, HOUSING VARIOUS UNITS AND FACILITIES FOR MULTIPLE SPORTS DISCIPLINES. THE STUDY CONCLUDED THAT THE MOTIVATION PROCESS PLAYS A CRITICAL ROLE IN IMPROVING THE PERFORMANCE OF HUMAN RESOURCES AT THE MOHAMED BOUDIAF SPORTS COMPLEX IN ALGIERS.

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I. Introduction

In the modern era, sports institutions operate in a dynamic and ever-evolving environment characterized by numerous challenges and risks due to rapid external changes. To attain leadership and distinguish themselves from competitors, these institutions must develop the ability to adapt and keep pace with various advancements. The success and sustainability of any institution are largely dependent on its capacity to manage challenges effectively. A key determinant of this success is the institution's human capital, which represents one of the most valuable assets, directly influencing productivity, profitability, and continuity. Effective human resources serve as a fundamental pillar of power and wealth.

Motivation has garnered significant attention from successful organizations, as it plays a crucial role in addressing individual and group needs by respecting competencies, abilities, and skills. A distinguishing feature of thriving institutions is their commitment to fostering dialogue, consultation, and collective understanding while promoting trust and mutual respect.

Given the critical role of motivation in sports facility management, the following research question arises:

- Is there a relationship between motivation and the improvement of human resource performance at the Mohamed Boudiaf Complex in Algiers?

This question leads to the following sub-questions:

- Does communication play a role in enhancing employee performance within the sports facility?
- Does guidance contribute to monitoring employees' daily tasks and achieving organizational goals?
- Does effective leadership influence the direction of individuals' efforts toward achieving the facility's objectives?

- **.Definition of Key Terms**

1.Incentives and Their Importance

Motivation is a subject of interest among economists, psychologists, and social scientists due to its significant role in performance enhancement. It is a driving force that influences an individual's behavior through material or moral incentives, designed to satisfy human needs and achieve institutional goals (Beja Hamid, 2014, p.2).

Psychologically, an incentive serves as a stimulus that directs an individual's behavior toward a specific objective (Hassan Etijani, 2012, p.18). Incentives are classified into material rewards such as salary increases and bonuses, and moral rewards such as job titles and recognition (Kamel Almaghribi, 2004, p.130). Motivation is considered a fundamental driver of efficiency and productivity in organizations, as it harnesses individuals' enthusiasm and commitment to work (Ibrahim Al-Fekki, 2011, p.5).

2.Performance Definition

Performance refers to an individual's degree of achievement in fulfilling job requirements and responsibilities (Rawiya Hassan, 2000, p.215). It is closely linked to performance evaluation, which assesses employees' contributions based on predefined criteria to ensure fairness and productivity (Nazmi Shehata, 2000, p.75).

3.Human Resources

Human resources encompass individuals engaged in organizational goal-setting, policy formulation, and task execution (Ibrahim Ballout, 2002, p.17).

4.Sports Facility

A sports facility comprises land, buildings, and equipment designed to provide services to the public while holding economic significance. These facilities may be publicly or privately owned and serve as critical infrastructure for sports development (Executive Decree 416-91, 1991).

5.Sports Management

Sports management involves the utilization of resources, workforce, and facilities to achieve institutional objectives. It encompasses various organizational functions such as marketing and finance, without necessarily involving direct personnel management (Claude, 1992, p.75; Thomas, 2015, p.42).

Methodology

1.Study Variables

- **Independent Variable:** Motivation process.
- **Dependent Variable:** Human resource performance in sports facilities.

2.Data Collection Tool

The study employed a questionnaire to gather relevant data.

3.Research Scope

- **Location:** The study was conducted at the Mohamed Boudiaf Olympic Complex in Algiers.
- **Duration:** Data collection took place from February 1 to March 28, 2024.
- **Study Population:** The target group comprised managers and directors of the complex.

4.Sampling and Selection

The sample was selected using a survey method, including all members of the study population, consisting of 30 managers and department heads from the Mohamed Boudiaf Sports Complex in Algiers, The sample was specifically targeted at managers and department heads, as this research aims to examine the reality of the motivation process and its role in performance improvement from the perspective of managers.

5.Statistical Methods

The study employed various statistical tools, including:

- Percentage analysis.
- Chi-square test.
- **6.View and analyze results:**

percentage	Repetition	categories
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%23.3	7	Less than 5 years
%43.3	13	10-5years
%20	6	15-10 years
%3.3	1	20-15 years
%10	3	More than 20 years
%100	30	Total

Table No. (01) shows that the number of managers with experience of less than 5 years is 07 managers with an estimated rate of (23.3%) and the number of administrators with experience from 05-10 years is 13 managers with an estimated rate of (43.3%) and the number of those who own An experience of 10-15 years is 06 managers with an estimated rate of (20%), and the number of managers who have an experience of 15-20 years is 01, one manager with an estimated rate of (3.3%). As for those who have an experience estimated at more than 20 years, there were 03 managers with a percentage (10%).

Conclusion:

Most of the managers in the management of the complex have experience in the field and are highly qualified.

Question No. 01: Is there an incentive system in the institution?

significance	Moral significance sig	degree freedom df	significance level a	Chi square test	percentage	Repetition	
Not significant	0.465	1	0.05	0.533	%43.3	13	yes
					%56.7	17	no
					%100	30	Total

The results show that **56.7%** of respondents believe there is no incentive system, while **43.3%** think it exists. The Chi-square test ($\chi^2 = 0.533$, sig = 0.465) indicates no statistically significant difference in responses,

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suggesting inconsistent perceptions among managers regarding the existence of an incentive system.

According to Herzberg's Two-Factor Theory, the absence of a clear incentive system could indicate a deficiency in hygiene factors, which, while not necessarily motivating, can lead to dissatisfaction when absent. This aligns with the perception gap among managers—if an incentive system exists but is not widely recognized, it may lack clarity, fairness, or effectiveness.

Alternatively, Self-Determination Theory (Deci & Ryan) suggests that intrinsic motivation (autonomy, competence, relatedness) may play a more significant role than external rewards. If employees remain engaged despite the lack of a clear incentive system, they may be driven by intrinsic factors rather than extrinsic rewards.

Conclusion

The findings suggest that either the incentive system is ineffective or poorly communicated. Rather than solely introducing financial incentives, the organization should consider enhancing intrinsic motivators such as recognition, professional growth, and workplace autonomy to sustain employee engagement.

Question No. 02: In your opinion, what is the most rewarding motivator in the organization?

significance	Moral significance sig	degree freedom df	significance level a	Chi square test	percentage	Repetition	
significant	0.00	2	0.05	17.86	%24.1	7	material
					%69	20	moral
					%6.9	2	both
					%100	29	Total

The results show that **69%** of respondents consider moral incentives the most rewarding, while **24.1%** prefer material incentives, and only **6.9%** believe that a combination of both is most effective. The Chi-square test (χ^2)

= 17.86, sig = 0.00) indicates a statistically significant difference, suggesting a strong preference for moral incentives over material ones.

These findings align with Maslow's Hierarchy of Needs, which suggests that once basic financial needs are met, individuals seek higher-level needs such as recognition, respect, and self-actualization. The preference for moral incentives indicates that employees value appreciation, career development, and job satisfaction more than financial rewards alone.

Additionally, Herzberg's Two-Factor Theory supports this result, as it identifies moral incentives (such as recognition and career growth) as key motivators that enhance job satisfaction, whereas material incentives serve more as hygiene factors that prevent dissatisfaction rather than actively boosting motivation.

Conclusion

The strong preference for moral incentives suggests that organizations should focus on enhancing recognition, career advancement, and a supportive work environment. While material incentives remain important, they should complement, rather than replace, a well-structured moral incentive system to maximize employee motivation and performance.

Question No. 03: Do you see that your incentive system satisfies the worker?

significance	Moral significance sig	degree freedom df	significance level a	Chi square test	percentage	Repetition	
significant	0.002	2	0.05	12.8	33.3%	10	High
					60%	18	Medium
					6.7%	2	Low
					100%	30	Total

The results show that **33.3%** of respondents believe the incentive system satisfies employees to a high degree, while **60%** rate satisfaction as medium, and **6.7%** as low. The Chi-square test ($\chi^2 = 12.8$, sig = 0.002) indicates a statistically significant difference, suggesting that while some

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managers see the system as somewhat effective, the majority believe it does not fully meet employee expectations.

According to Equity Theory (Adams, 1963), employees assess their motivation by comparing their rewards to those of their peers. The fact that most managers rate satisfaction as medium or low suggests that employees might perceive the incentive system as unfair or insufficient, leading to reduced motivation.

Additionally, Herzberg's Two-Factor Theory highlights that dissatisfaction often arises when hygiene factors—such as fair compensation and clear reward structures—are inadequate. Since only a minority believe the system is highly satisfying, it suggests that the current incentives are not strong enough to act as motivators.

Conclusion

The findings suggest that the current incentive system is not fully effective in meeting employees' expectations. To improve satisfaction and motivation, the organization should enhance both material and moral **incentives**, ensuring transparency, fairness, and alignment with employees' needs and contributions.

Question No. 04: Do you from time to time review the incentive system in your organization in order to keep pace with the changes and then change the needs and motives?

significance	Moral significance sig	degree freedom df	significance level a	Chi square test	percentage	Repetition	
significant	0.003	2	0.05	11.40	36.7%	11	always
					%56.7	17	sometimes
					%6.7	2	Never
					%100	30	Total

The results show that **36.7%** of respondents stated that the incentive system is **always** reviewed, while **56.7%** said it is reviewed **sometimes**, and **6.7%** indicated that it is **never** reviewed. The Chi-square test ($\chi^2 = 11.40$, sig =

0.003) shows a statistically significant difference, meaning that while some efforts are made to update the system, they are not consistent or systematic.

According to Expectancy Theory (Vroom, 1964), employees are motivated when they believe their efforts will lead to desirable rewards. If the incentive system is not regularly reviewed and adapted to changing needs, employees may feel that their performance is not adequately recognized, reducing their motivation and engagement.

Additionally, Maslow's Hierarchy of Needs suggests that employee needs evolve over time. A static incentive system may fail to address higher-level needs, such as professional growth and self-actualization, leading to stagnation in motivation.

Conclusion

The findings indicate that while the incentive system is reviewed periodically, it is not consistently adapted to employees' changing needs. To enhance motivation and performance, the organization should establish a structured and transparent evaluation mechanism to regularly assess and improve its incentive policies, ensuring they remain relevant and effective.

Question No. 05: After you motivate your workers within your organization, do

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you notice?

significance	Moral significance sig	degree freedom df	significance level a	Chi square test	percentage	Repetition	
significant	0.00	2	0.05	17.86	%6.9	02	improvement in performance
					%69	20	same performance
					%24.1	7	lower performance
					%100	30	Total

The results indicate that **69%** of respondents observed **no change in performance** after implementing motivation strategies, while **24.1%** reported a **decline in performance**, and only **6.9%** noticed an **improvement**. The Chi-square test ($\chi^2 = 17.86$, sig = 0.00) shows a statistically significant difference, suggesting that the perceived impact of motivation on performance is largely negative or neutral.

These findings challenge Expectancy Theory (Vroom, 1964), which suggests that employees exert effort when they expect rewards to be valuable and attainable. The lack of performance improvement despite motivation efforts may indicate that the incentive system is misaligned with employee expectations, making it ineffective.

Additionally, Self-Determination Theory (Deci & Ryan, 1985) emphasizes that motivation must address intrinsic needs (autonomy, competence, relatedness) to be truly effective. If managers perceive no performance improvement, it could mean that existing incentives focus too much on extrinsic rewards (bonuses, promotions) without fostering intrinsic motivation, such as professional growth and workplace engagement.

Conclusion

The findings suggest that the current motivation strategies are either ineffective or poorly implemented, failing to drive noticeable performance improvements. To enhance motivation, the organization should **reassess its** incentive system, ensuring that rewards align with employees' intrinsic and extrinsic needs while fostering a workplace culture that promotes engagement and productivity.

General conclusion:

The findings of this study highlight a significant disconnect between the intended role of motivation and its actual impact on employee performance. While motivation is widely acknowledged as a key driver of productivity, the current incentive system appears ineffective, inconsistently applied, and misaligned with employee expectations. A considerable number of managers either do not recognize the existence of a structured incentive system or perceive it as insufficient in meeting employees' needs. This lack of clarity and coherence in motivation strategies suggests deeper structural and managerial challenges that hinder their effectiveness.

One of the most notable results is the strong preference for moral incentives over material rewards. The majority of managers believe that recognition, appreciation, and career development play a more substantial role in employee motivation than financial rewards. However, despite this preference, the study reveals that motivation efforts do not lead to significant improvements in employee performance. This raises critical questions about whether the existing motivation mechanisms are properly structured, fairly implemented, or effectively communicated. If employees do not perceive a direct link between motivation efforts and meaningful rewards, the entire system loses credibility, diminishing its impact.

Another key issue is the lack of a dynamic and adaptive approach to motivation. While some managers report that the incentive system is reviewed from time to time, its persistent ineffectiveness suggests that these reviews are either superficial, infrequent, or fail to translate into meaningful policy adjustments. Without a structured process for continuously evaluating and refining motivation strategies, the organization risks maintaining a stagnant system that neither reflects employees' evolving needs nor drives sustained engagement and performance improvements.

Suggestions :

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- Redesigning the incentive system to establish a clear, transparent, and well-communicated motivation framework that ensures fairness and consistency in implementation.
- Enhancing moral incentives by formalizing recognition programs, leadership development initiatives, and career advancement opportunities that reflect employees' actual motivators.
- Conducting systematic and data-driven reviews of the incentive system, ensuring that evaluations are based on measurable performance outcomes, employee feedback, and evolving workplace demands.
- Aligning motivation strategies with performance expectations, ensuring that incentives are meaningful, attainable, and directly linked to productivity and contribution rather than generic or inconsistent rewards.
- Creating a culture of engagement and appreciation, where employees feel valued, respected, and motivated to contribute beyond financial incentives

Conclusion:

This study has shed light on the relationship between the function of motivation and the improvement of human resources performance in the Mohamed Boudiaf Sports Complex. The findings highlight significant shortcomings in the current incentive system, including its lack of clarity, inconsistent application, and misalignment with employee expectations. The strong preference for moral incentives over material rewards underscores the need for organizations to go beyond financial compensation and focus on recognition, career development, and a supportive work environment.

Moreover, the study has revealed that motivation efforts do not always translate into improved performance, suggesting that the existing incentive system is either ineffective or not properly implemented. Additionally, while some managers claim that the system is periodically reviewed, its continued inefficacy indicates that these reviews are either insufficient or fail to address key structural issues.

For motivation strategies to be successful, organizations must adopt a holistic and adaptive approach—one that integrates both material and moral

incentives, ensures fairness and transparency, and aligns motivation efforts with employee needs and organizational goals. By doing so, they can foster a work culture that encourages engagement, productivity, and long-term commitment, ultimately leading to sustained performance improvement and organizational success.

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