

The Actuality of the Strategy of Human Resources Employment in the Ministry of Youth and Sports, Department of the Matters of the Regions and Cities

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ABSTRACT --The aims of this research were to design a standard to recognize the reality of employing human resources in the Ministry of Youth and Sports, Department of the Matters of the Regions and Cities. It focuses on the current methods and presents a set of solutions and recommendations based on the results of this study. Total Number of The Sample was 245, divided in to four groups: pilot study sample was 5, the Structure Sample was 80, the **Rationing** Sample was 100 and the Implementation Sample was 60. This study found that The political situation and the change of administrations affect the gathering of the human resources. And the current mechanism used by the Ministry in the process of accepting candidates for the job do not help in motivating the workers to improve their skills and administrative abilities. as well as this study indicates that the procedures of the Ministry are not the only responsible for having an effective system of employment.

Keywords-- (Sport Management , Human Resources, employing).

I. INTRODUCTION

Success is a process that result from uniting many efforts. It is not a prepared formula or instructions to be followed. Instead, it is a result that comes from efficient management of the organization and all its resources in order to reach goals and achieve aims.

It should be stressed here that the different views and differences in the interpretation of the HRM created two different schools of thought: the soft and hard HRM. The soft focus focuses on training, development, commitment and employee involvement. It is used to define the human resources functions and to develop the incentives, quality, and commitment of the employees. The crew on the other hand, focuses mainly on the strategy where human resources are used to achieve organizational goals. It is also associated with the cost and capital control strategies, especially in the business processes such as size reduction, wage reduction, reduction of comfort breaks, etc. (Beardwell and Claydon, 2010)

One of the most important stanchions in the management of organization is the human resources department. The importance of human resources is ascribed to the complexity when dealing with it and the efforts required to sustain efficiency .

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The importance of this research is shown in the employment of human resources and their role in improving our sport institutions, as well as focusing on the employment of human resources in the Ministry of Youth and Sports in accordance with the results of this study. The information gathered is crucial due to the current political situation and its effects on the Iraqi working environment. These results will be used to develop a database for the Iraqi Ministry of Youth and Sports.

The limitations of this study are due to the researchers' work in the Department of the Matters of the Regions and Cities. the researchers noticed the neglect in planning for the process of human resources employment. However, this should be a principle concern because are a vital aspect of society; they have a positive impact on the youth and build an effective and influential generation in the Iraqi society.

The research aims at designing a standard to recognize the reality of employing human resources in the Ministry of Youth and Sports, Department of the Matters of the Regions and Cities. It focuses on the current methods and presents a set of solutions and recommendations based on the results of this study.

A study by (Ajjo, 2007) mentions that the inner and outer factors have a direct impact on the forming of the employment strategy. (Al-Shawabeka 2016) also states that the impact of the employment strategy (gathering, selecting, employing) on achieving the two features (cost and invention) is an significant impact. Furthermore, the study concludes that the two companies (Zain and Orange) are planning to prepare the demanded employees but it slightly observes the eminent university-students to be taken .Another study mentions that, the way of reaching the goals of sport organization ,must start with manage their time, activities, and human resources (Unlua et al., 2012). In other hand, By investigating the aspects of human resources management, we can learn ways to improve the effectiveness and efficiency of the operations of an organization, and at the same time influence certain factors such as recruitment, selection, training, induction, reward management, etc. (Weerakoon, 2016). globalization and constant changes in the market and technology have highlighted the need to review the management of the organization and human resources in order to overcome the major challenges. Therefore, the managers should use Strategic Human Resource Management to overcome the important issues and shape well-designed strategies so that the organization succeeds. Thus, the formal implementation of Strategic Human Resource Management and well-designed practices can lead to effective and effective actions. However, misapplication of this practice may also lead to reduced performance of the organization. (Alexandra,2017).

II. METHODS AND PROCEDURES

In order to solve the problem of the study, the researchers has used the descriptive method in a scanned way because this method suits the problem.

Study Sample

The sample of the research was selected, and it is represented by the stuff of the section of the regions and cities. The sample was chosen intentionally. It was portioned on the research-samples (exploratory experience sample, structure sample, rationing sample, and implementation sample), as shown in Table 1:

No.	The Sample	Total Number	Pilot study Sample	Structure Sample	Rationing Sample	Implementation Sample
1	Section of the Regions and Cities Matters, Department of Sport Skills	245	5	80	100	60

Table 1. Study Sample description

Procedures of Standard-Forming

In order to achieve the objectives of the study, it is mandatory to have standard measures for the research-concept that employs the human resources. Because this standard cannot be found in the Iraqi environment, it is necessary to create a standard. The researchers determined the theoretical definition of the employment of human resources. It states a series of sequent activities, which are considered a basic part of the strategies of human resources work on reinforcing the organization with employees through the ideals of gathering, selecting, and employing at a suitable time and place to achieve the goals of the organization. This is why the researchers's idea and its importance agree with the concept and the idea of the study. In order to measure "the employment of human resources", a standard was found to recognize this reality. Based on this standard, the theoretical definition was followed in the way that suited the study. According to this, three fields with their definitions were suggested. Those fields are:

- **Gathering human resources.** This is one of the basic activities in the strategy of employing human resources. It is the first step in the process of employment. It also aims at gaining the candidates in relation to quality and quantity through the available procedures of the research, and through the internal and external resources of the institution (Ali, 2012: 81).
- **Selecting human resources.** This is a series of processes that starts with identifying the best candidates of a selected group and determining the best decision to fill vacant positions according to the requirements and specifications of the work.
- **Employing human resources.** This is the decision to employ workers who were selected for the demanded work, in the way that suits their abilities and possibilities (Dura and Sabbah, 2010: 43).

A questionnaire was presented to seven (7) experts (see Appendix A) who checked the warrant-range of those fields for the objectives of the study and whether those fields were sufficient for the standard. The survey also gave the opportunity to add or omit any field, in addition to identifying the range of the treaty for each field. The researchers processed the results of the study and agreed with the majority (more than 80%) of their opinions about accepting the fields. The three fields accepted were as follows:

NO.	The Name of the Field	The Number of the Agreed-People	The Range of the Agreement	Warrant
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1	The field of gathering the human resources	7	100%	Accepted
2	The field of choosing the human resources	7	100%	Accepted
3	The field of employing the human resources	7	100%	Accepted

Table 2. Opinions about accepting the fields. Total Number of the Experts (7)

After that, the researchers formed questions (items) related to every field in the standard. Depending on, items that connected to the field were included. There were thirty (30) items distributed across three (3) fields, as three sets of ten items consecutively. The researchers followed the Likert Method with five (5) possible answers for each item of the standard. The scale range included Totally Agree, Agree, Neutral, Not Agree, Totally Not Agree).

Pilot study

After the mentioned procedures, the researchers did an pilot study on ten (10) clerks. Its aim was to investigate the clarity of the items' meanings and the participants' understanding of them, as well as confirm the clarity of the *instructions or determine the existence of any barriers in an effort to resolve any possible problems.*

Major Implementation of the Standard-Frame

The researchers applied the standard on the sample of one hundred (100) clerks from 5/2/2019 until 15/2/2015 to examine the statistical validity and invariability of the items.

Statistical Analysis of the Items

A statistical analysis is used to determine the validity and invariability of items for a standard. It is one of the most important procedures that should be done during building any standard. For that, the researchers did the following:

Validity of the Standard

The researchers checked the validity of the standard through two types of validity: validity of the content and validity of the structure.

1. Validity of the Content

The researchers used two indicators for content validity:

Apparent Validity

The apparent validity of the standard items was achieved through presenting them to a group of experts and specialists in the field of management, measurement, and correction.

Logical Validity

The researchers defined the concept of employing the human resources and determining the fields of that concept. They cover those fields with items that express every aspect as it was mentioned, and they also achieve the logical validity of the standard by those steps.

Validity of the Structure

This validity is achieved by the statistical analysis of the items. The researchers confirmed validity through the following indicators:

Discriminatory Power of the Items

To assess discriminatory power of the items, answers-forms of the structure-sample were arranged. There were eight (80) forms Discerningly. Through that, two terminal groups were determined (27%). Each group had twenty-two (22) clerks. The medial group included thirty-six (36) clerks. The researchers used the T. Test to indicate the standard deviation between the two groups: the upper and the lower. It was shown that all items were statistical indicators in that the level of the cursor was less than the 0.05 standard indication level and 80 freedom degree. There were six (6) real incorporeal phrases (level of indication), which were shown in the statistical results for those phrases more than 0.05. As a result, they were excluded from the standard.

The Internal Consistency Factor

Using Pearson Correlation coefficient to verify the relation of the standard-items to their overall degree through the answers to the eighty (80) structure-samples, there were 5 statistically non-functioning phrases. The real level of significance, which is shown in the statistical results for those phrases, is more than 0.05. Therefore, it was excluded from the standard. Due to this, the standard is made up of nineteen (19) phrases (see Appendix B).

Factor-Related Validity

The researcher has followed this statistical approach in order to determine the efficiency of the standard-items and whether they are able to measure what they are supposed to in the sample of the research. This approach also allows the researcher to determine the efficiency of the standard-fields that compose the concept of employing the human resources (i.e., verifying whether this concept is multi-fielded or includes only one field). Also, the Basic Components Approach (for Hotline) was used, which is characterized by exhausting the maximum variation of each test. To this effect, nineteen (19) items of the related factor analysis were involved through subjecting eighty (80) forms.

Stability of the Standard

The stability of the test refers to the consistency of the scores obtained by the individuals themselves at different periods of time. There are different methods to measure stability, and then to check the stability of the standard. For this study, the following was done:

Alfa Cronbach Factor

When this factor was applied on the structure-sample, it was shown that the stability factor is 923, and it is a high rate for stability with a 0.05 level of significance. When calculating stability using the half-hash method, the rate was 736. Because correlation refers to the half-number of the items, the researcher found the Total Correlation Factor by using the Correction Equation, or what is called the Prediction Equation for Spearman Brown, in which the total correlation or correction factor became 722.

Objectivity of the Standard

When the questionnaire was given to the experts to examine the validity, no problems or misunderstandings were found in the items. All replies were clear and understandable, therefore indicating its objectivity.

Rationing of the Standard

After the researcher made the standard according to the mentioned scientific procedures and steps, which resulted in nineteen (19) items, the first objective of the study was achieved. Thus, achieving the second objective of the study, represented by rationing the standard, requires doing the next step, which is the rationing of the standard.

1. Sample of the Rationing

The sample of the rationing was composed of one hundred (100) clerks. It was larger than the structure-sample which was eighty (80) clerks. It was also independent of the structure-sample, as shown in Table 2.

2. Statistic Transactions for the Standard-Rationing Process

This step is achieved through completing the scientific transactions for the rationing-sample. The researcher has investigated the validity by the following indicators

Discriminatory Power of the Items

To check for discriminatory power, the replay-forms of the rationing sample, which were one hundred (100) forms, were arranged downward. Through that, the two terminal groups were identified. Each group was comprised of 27% and had twenty-seven (27) clerks. The middle group included forty-six (46) clerks. By using the T. Test to show the differences in means between the two groups (the upper and the lower), it was shown that all items were statistically signified. It appeared that the level of significance was lower than the dependent one (0.05) and freedom degree (46).

Internal Consistency Factor

Pearson's correlation coefficient was used to verify the relation of the standard items to their overall degree through the answers to the rationing-sample, which numbered one hundred (100). It was shown that in all items, the real level of significance, which is shown in the statistical results for those items, is less than (0.05).

The Stability of the Standard

To investigate that the rationing-sample is stable, the following was done:

Alpha-Kornbach Factor

When this factor is applied to the rationing-sample of one hundred (100) clerks, it was shown that the stability factor was 930, and this is a high range for stability in the 0.05- significance level. When calculating the stability using the half-partition method, the rate was 756. As this correlation refers to the half-number of the items, the researcher found the Total Correlation Factor by using the correlation equation, or what is called the Prediction Equation for Spearman Brown, in which the total correlation or the correction factor became 745.

Standard after the Process of Rationing

After the mentioned procedures, the standard grew to having (19) items (see Appendix B).

Statistical Methods

The researcher used the Statistical Package of the Social Sciences (SPSS) to calculate the results of the study.

III. RESULTS AND DISCUSSION

In this discussion, we aim at recognizing the reality of the employing-strategy for high-performance positions according to a specific reply. The repeated distributions for the samples' replies and their percentage will be followed reaching an arithmetic mean and the standard deviation for these replies. The research depended on fivefold Likert Criterion in the replies of the questionnaire sample. The level of each variable item would range from (1-5) in four levels. Table 3 illustrates this.

The Power of the Means

Degrees of the Standard	Very High	High	Middle	Weak	Very Weak
The length of the category	5-4.21	4.20-3.41	3.40-2.61	2.60-1.81	1.81-1

Table 3.

Variable items	Virtual Mean	Standard Deviation
Employment-Strategy	3.04	1.21

Table 4. The results show the general Virtual mean of the variable item in the study

The Strategy of Employing Human Resources

The results show that the highest value in the field of gathering human resources comes from Item 5 with a 1.23 mean:

The political situation and the change of administrations affect the gathering of the human resources.

This indicates the way in which the Ministry gathers human resources follows the political condition in the country and the nature of the administrations at the time of gathering. In other words, gathering human resources is not based on a professional process depending on the actual necessity of the Ministry. Instead, it depends on other things that contribute to weakening the process of overall employment.

In contrast, the lowest value is related to Item 3 with a 2.77 mean and 1.33 standard deviation:

After an accurate study for the environment of the work in the Ministry and the out environment the Ministry determines its necessity of the human resources.

This suggests that the gathering-process of the human resources does not result from a study, but is instead the responsibility of the high administration. This is what was ensured to the researcher through doing the interview and the field observation. It was concluded that it was one of the main reasons behind the regression in the level of the Ministry, as well as he neglect of the real role of the human resources, which was refrained to doing only the rule of the civil service. This will lead to deterioration in the gathering-process (Al-Kubaisi, 2010: 27).

Overall, the field of gathering human resources scored a 3.08 mean with a medium level and with 1.24 standard deviation. This suggests weakness in the process of gathering the human resources in the Ministry of Youth and Sports, Department of the Matters of the Regions and Cities.

The researcher did not notice any obvious study inside the Ministry aimed at identifying its necessities for human resources. Instead, the process was done with an insufficient study, which was ensured in item (6) with a 3.06 mean and a 1.26 standard deviation:

The Ministry centers on qualitative planning compared to a quantitative one to fill in its necessity of workers].

Thus, when you do not have an analysis for work-environment to identify the actual necessities with quality and quantity, this will lead you to gather unqualified human resources and they will be a burden and a barrier for the Ministry from progression in the future (Abbas, 2014: 291). In addition, the interviews the researcher conducted with the managers confirmed that the change in administrations affects the Ministry-work from time to time. Thus, the reactions of the instructions and the decisions appear on the performance of the human resources department and preventing gathering in the way compatible with the ambitions and views of the Ministry.

IV. CHOOSING THE HUMAN RESOURCES

The highest mean was related to item (5) in the second field with a 3.06 mean and 1.14 standard deviation:

The current mechanism used by the Ministry in the process of accepting candidates for the job encourages applicants to develop their skills and abilities.

This indicates that the procedures done by the Ministry do not help in motivating the workers to improve their skills and administrative abilities.

In contrast, the lowest value was related to item (1) in the second field with a mean of 3.06 and 1.33 standard deviation:

There are a number of tests and interviews for which the candidates are subjected before being chosen.

This refers to the weakness in the process of choosing the candidates for the career. This is considered one of the common mistakes that leads to choose people that are unqualified for the career and deprive those who deserves it (Alak, Hossein, and Oda, 2012: 228).

Overall, the field of choosing the human resources achieved a (2.90) mean, with a weak level, and with (1.25) standard deviation. This indicates a weakness in the process of choosing in which the basic corners of the constructions of the test were not available inside the Ministry. Through noticing and field-life, the researcher found that Ministry has weakness in analyzing the burden of the work which shows the actual necessity for the human resources. It was also noticed that the Ministry centers not only on those who are with high abilities, but it also accepts those who are with limited abilities.

The process of choosing inside the Ministry of Youth and Sport is not characterized by impartiality, overtly, and obviousness. This was ensured in item (6) with a 2.72 mean and a 1.27 standard deviation:

Impartiality and Overtly are qualities of the process of choosing the candidates for the tasks.

It was shown that the Ministry does not declare the procedures it will follow to choose the human resources. Instead, it is still related only to the high administration. That is why, the clerk and even the candidates in the Ministry of Youth and Sport see that the non-publicity and the non-obviousness of the demonstrations may refer to the injustice in choosing the human resources and that was ensured by the interviews and the field-life for the researcher (i.e., the vacancy jobs in the Ministry are filled by neglecting the processes of choosing!). The continuity of choosing process goes randomly under central decisions.

V. EMPLOYMENT OF THE HUMAN RESOURCES

The highest value in the field of the human resources employment is related to item (6) with a 3.33 mean and 1.14 standard deviation:

The Ministry does many procedures to ensure equality and equal opportunities in the process of keeping the candidates of the task:

This indicates that the procedures of the Ministry are not the only responsible for having an effective system of employment.

The lowest value is related to item (1) in the third field with a 2.85 CPA and a 1.20 standard deviation:

The Ministry depends on function-description and its requirement in the process of employment.

This suggests that the employment-system in the researched Ministry does not follow the function-description and thus, it leads to employing the candidates randomly (Razqan, 2009: 88).

o affirm these results, the researcher conducted personal interviews with the sample-members to know how much the ministry is concerned in function-description.

It was found that the process of analyzing and describing the functions was prepared at the beginning of 2016 and until now, it still has not been substantially applied on the functions of the Ministry.

The absence of the description and the analysis of the functions will be a burden on the organization because it will find that it has many clerks but there is no fluidity in the work and there are lateness and errors in fulfilling the functional tasks (Al-Zurabi, 2006: 98).

Overall, the field of employing functions had a (3.14) mean, a medium level, and with a (1.15) standard deviation. This indicates the weakness in the process of employing the annual planning of the human resources who are supposed to be employed in the Ministry. Thus, when we do not find overt and obvious planning, we would have random procedures only in the process of employing the human resources.

This was confirmed in item (5) with a mean of 3.300 and 3.27, respectively:

Discovering how much the candidate is suitable and how skillful he is fits with the period of the experimental year dependent by the Ministry,

And item (3):

The Ministry does not adhere to the experimental period and what is shown of the candidates' conduct in the recruitment process

with a mean of (3.300 and 3.27), respectively and with a medium level of significance. i.e, in the experimental period, the first year for the clerk is not actually focused on, to determine whether to keep the clerk or not according to the results of the evaluation.

Appendices

Appendix A Experts' Names

No.	The Expert's Name	The Specialization	Place of Work
1	Prof. Dr. Ismaeel M. Ridha	Methods of Teaching	Baghdad University/ College of Physical Education and Sport Science
2	Prof. Dr. Saleh R. Ameesh	Test and Measurement	Baghdad University/ College of Physical Education and Sport Science

3	Ass. Prof. Dr. Muiz Al-Baqloti	Sport Management	The American University of Minisiuta
4	Ass. Prof. Dr. Intisar Abbas	Strategical Management	Baghdad University/ College of Administration and Economy
5	Ass. Prof. Dr. Salah W. Shaker	Sport Management	Baghdad University/ College of Physical Education and Sport Science
6	Ass. Dr. Thamir H. Raja	Sport Management	Baghdad University/ College of Physical Education and Sport Science
7	Prof. Dr. Mudhafar J. Al-Taiee	Measurement and Psychological Evaluation	The Manager of the center of the Educational and Psychological Researches

Appendix B

Final Figure of the Standard

No.	Items of Gathering the Human Resources	Totally Agree	Agree	Neural	Not Agree	Totally not Agree
1	The Ministry does not plan for gathering the qualified members and attracting them to fulfil the functions.					
2	To gather the best human resources, the Ministry follows an effective rewarded system.					
3	After an accurate study for the work-environment in the Ministry and the external environment, the Ministry determines its necessity for the human resources.					
4	The Ministry does not gather qualified human resources from out if they are not within it.					
5	The political condition and the change in the administrations affects the process of gathering the human resources					
6	To fulfil its necessities for workers, the Ministry focuses on the					

	qualitative planning compared to the quantative one.					
7	The suitability between the requirements of the job and the candidates' qualifications to fulfil those jobs is the main determiner for accepting the candidates.					
No.	Items of Choosing the Human Resources	Totally Agree	Agree	Neural	Not Agree	Totally not Agree
1	There is a number of tests and interviews to which an applier is being subjected before being chosen.					
2	The Ministry chooses the human resources with good skills and abilities.					
3	The job-requirements are not analyzed according to the functional description before the process of choosing the candidates for work.					
4	The favoritism determines choosing the candidates for work.					
5	The present mechanism followed by the Ministry in the process of accepting the candidates encourages them to improve their skills and abilities.					
6	Impartiality and publicity are the characteristics of choosing the candidates for work.					
No.	Items of Employing the Human Resources	Totally Agree	Agree	Neural	Not Agree	Totally not Agree
1	The Ministry follows the functional description and its requirements in the employment process.					
2	The applier's political opinions and his cultural background do not influence on his approving or rejecting.					

3	The Ministry is not obliged to the experimental period and the candidates' behavior during it.					
4	The Ministry does not plan for its necessity of the human resources according to the variables of the internal and external environment of the work.					
5	Identifying how the candidate is suitable and his real level of skill fits with the experimental year adopted by the Ministry					
6	The Ministry did many procedures to warrant the equality in the candidates' employing.					

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