

The Effectiveness of Knowledge Management in the Performance of Sports Enterprises: A Case Study of a Multi-Sport Complex in M'sila, Algeria

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Abstract. *This study aims to identify the effectiveness of knowledge management in the performance of sports enterprises. In order to achieve this, a questionnaire was designed and distributed to employees working in a multi-sport complex, which included all the data required in order to know the effectiveness of knowledge management in the performance of sports enterprises. It was also done Using statistical methods to process data and test hypotheses. Finally, the study reached a set of results, including:*

Organizational leadership is considered an effective strategic option to achieve the performance of sports enterprises. Information technology is considered an effective strategic option to achieve the performance of sports enterprises. We also presented a set of recommendations, the most important of which are:

Relying on the consultation system with employees, which makes them feel like they belong to the organization and not as individuals working in it. Working on the principle of exchanging opinions with employees, which in turn presents new ideas that will raise the level of performance.

Keywords: *knowledge, knowledge management, entrepreneurship, sports entrepreneurship, information technology*

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İdman müəssisələrinin fəaliyyətində bilik idarəetməsinin effektivliyi: Əlcəzairin M'sila şəhərində çoxnövlü idman kompleksinin nümunəvi tədqiqatı

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Xülasə. *Bu tədqiqat idman müəssisələrinin fəaliyyətində bilik idarəçiliyinin effektivliyini müəyyən etmək məqsəd daşıyır. Buna nail olmaq üçün bir çox idman komplekslərində çalışan işçilər arasında anket hazırlanmış və paylanmışdır. Bu anket idman müəssisələrinin fəaliyyətində bilik idarəçiliyinin effektivliyini öyrənmək üçün tələb olunan bütün məlumatları əhatə etmişdir. Həmçinin məlumatları emal etmək və fərziyyələri yoxlamaq üçün statistik metodlardan istifadə edilmişdir. Nəhayət, tədqiqat bir sıra nəticələrə gəlmişdir, o cümlədən:*

Təşkilati rəhbərlik idman müəssisələrinin fəaliyyətinin əldə edilməsi üçün effektiv strateji seçim hesab olunur. İnformasiya texnologiyaları idman müəssisələrinin fəaliyyətinin əldə edilməsi üçün effektiv strateji seçim hesab olunur. Biz həmçinin bir sıra tövsiyələr təqdim etdik, onların ən əhəmiyyətliləri bunlardır:

İşçilərlə məşvərət sisteminə etibar edilməsi, bu da onların təşkilatda sadəcə çalışan şəxslər kimi deyil, təşkilata məsubiyyət hissi keçirmələrini təmin edir. İşçilərlə fikir mübadiləsi prinsipi üzərində işləmək, bu da öz növbəsində fəaliyyət səviyyəsini yüksəldəcək yeni ideyalar təqdim edir.

Açar sözlər: *bilik, bilik idarəçiliyi, sahibkarlıq, idman sahibkarlığı, informasiya texnologiyaları*

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Introduction

The topic of knowledge management is one of the important topics whose aspects researchers have sought to shed light on, as it directly contributes to raising the level of performance of business institutions and achieving their desired goals. Through knowledge management, institutions are able to identify the nature of knowledge used in their work and its applications, and then work to raise and develop this knowledge in order to achieve goals.

Applying knowledge is the goal of knowledge management, and it means investing in knowledge, as obtaining it and participating in it is not enough; what is important is transforming this knowledge into implementation. The success of any institution in its knowledge management programs depends on the amount of knowledge implemented in relation to its availability (Delshab et al., 2021; Piątkowska et al., 2025). Sports projects have also begun to adopt the principle of knowledge management in order to reach the ranks of advanced institutions and to keep pace with rapid scientific development. This requires that knowledge be integrated, comprehensive, parallel, organized, and continuous.

Research Problem

The main research problem is: What is the effectiveness of knowledge management in the performance of sports entrepreneurship?

From this problem, the following sub-questions arise:

1. Is organizational leadership considered an effective strategic option to achieve sports enterprise performance?
2. Is information technology considered an effective strategic option to achieve sports enterprise performance?

Hypotheses:

- Hypothesis 1: Organizational leadership is considered an effective strategic option to achieve sports enterprise performance.
- Hypothesis 2: Information technology is considered an effective strategic option to achieve sports enterprise performance.

Study Objectives:

The study seeks to achieve the following objectives:

- Identify how to optimally exploit the knowledge of the human element in light of the prevailing organizational culture to achieve goals.
- Identify the level of understanding of knowledge management in sports institutions.
- Identify the presence of organizational leadership that is aware and interested in applying knowledge management and encourages the exchange of information among employees while making it available to employees.

Methods

Study Design:

This study employed the descriptive and analytical method, applying it to the multi-sport complex office of the state of M'sila, Algeria.

Data Sources:

Two main sources were used:

- Secondary sources: Books, periodicals, articles, and previous research and studies dealing with the subject of knowledge management.
- Primary sources: A questionnaire designed specifically for this purpose and distributed to employees of the multi-sport complex office.

Study Population and Sample:

The study population consisted of employees working in a multi-sport complex in the state of M'sila. A total of 30 questionnaires were distributed to members of the study sample.

Study Tool

Questionnaire

The questionnaire was the main research tool, consisting of two axes:

Axis	Description	Number of Statements
First Axis	Organizational leadership as a strategic option to achieve sports enterprise performance	7 statements
Second Axis	Information technology as a strategic option to achieve sports enterprise performance	6 statements

Questionnaire Reliability:

The reliability of the study questionnaire was verified using Cronbach's alpha coefficient.

Table 1

Cronbach's alpha coefficient for the study instrument

Cronbach's Alpha Coefficient	Number of Phrases	Questionnaire Axis
0.60	07	Organizational leadership is considered a strategic option to achieve sports enterprise performance
0.81	06	Information technology is considered a strategic option to achieve sports enterprise performance

Source. Prepared by the researcher

The Cronbach's alpha coefficient ranged from 0.60 (lowest) to 0.81 (highest), indicating that the reliability value is good and acceptable.

Statistical Methods

Statistical methods were used to process data and test hypotheses, including:

- Frequency distributions and percentages
- Chi-square (χ^2) significance test
- Statistical significance levels at 0.01 and 0.05

Results

Analysis of First Axis: Organizational Leadership

Question 1: Making sound decisions and organizing work by management contributes to achieving the performance of sports enterprises.

All 30 study sample members (100%) answered "Yes," indicating that all members believe this contributes to achieving performance.

Question 2

Ease of communication from leadership and individuals to carry out work contributes to achieving the performance of sports enterprises.

Response	Frequency	Percentage
Yes	26	86.7%
Somewhat	4	13.3%

Response	Frequency	Percentage
Total	30	100%

$k^2 = 16.13$ (significant at $p < 0.05$)

Question 3

The leadership's endeavor to consolidate and increase confidence among employees contributes to achieving performance.

Response	Frequency	Percentage
Yes	27	90%
Somewhat	3	10%
Total	30	100%

$k^2 = 19.20$ (significant at $p < 0.01$)

Question 4

Senior management's awareness of the cognitive needs of individuals contributes to achieving performance.

Response	Frequency	Percentage
Yes	21	70%
Somewhat	9	30%
Total	30	100%

$k^2 = 7.80$ (significant at $p < 0.05$)

Question 5

The leadership's organization of group meetings and discussion groups contributes to achieving performance.

Response	Frequency	Percentage
Yes	21	70%
Somewhat	9	30%
Total	30	100%

$k^2 = 4.80$ (significant at $p < 0.05$)

Question 6

The administration's support of the freedom of individuals in the process of communicating with each other to exchange information and ideas contributes to achieving performance.

Response	Frequency	Percentage
Yes	18	60%
Somewhat	12	40%
Total	30	100%

$k^2 = 1.20$ (not significant at $p < 0.05$)

Question 7

The senior management set a strategic vision for knowledge management for the organization and sought to implement it at all levels.

Response	Frequency	Percentage
Yes	17	56.7%
Somewhat	12	40%
No	1	3.3%
Total	30	100%

$k^2 = 13.40$ (significant at $p < 0.01$)

Analysis of Second Axis: Information Technology

Question 8

Using information technology to develop and apply knowledge to achieve goals contributes to achieving performance.

Response	Frequency	Percentage
Yes	26	86.7%
Somewhat	4	13.3%
Total	30	100%

$k^2 = 16.13$ (significant at $p < 0.01$)

Question 9

The institution's possession of modern information technology facilitates the implementation of work and achieving performance.

Response	Frequency	Percentage
Yes	29	96.7%
Somewhat	1	3.3%
Total	30	100%

$k^2 = 26.13$ (significant at $p < 0.01$)

Question 10

The institution's possession of various technological means to exchange knowledge leads to achieving performance.

Response	Frequency	Percentage
Yes	29	96.7%
Somewhat	1	3.3%
Total	30	100%

$k^2 = 26.13$ (significant at $p < 0.01$)

Question 11

The organization provides various contemporary programs and provides information and data, which contributes to achieving performance.

Response	Frequency	Percentage
Yes	28	93.3%
Somewhat	2	6.7%
Total	30	100%

$k^2 = 22.53$ (significant at $p < 0.01$)

Question 12

Conducting training courses for working individuals on the uses of information technology and data contributes to achieving performance.

Response	Frequency	Percentage
Yes	26	86.7%
Somewhat	4	13.3%
Total	30	100%

$k^2 = 16.13$ (significant at $p < 0.05$)

Question 13

The organization's use of various software communication methods and advanced technology contributes to achieving performance.

Response	Frequency	Percentage
Yes	28	93.3%
Somewhat	2	6.7%
Total	30	100%

$k^2 = 22.53$ (significant at $p < 0.01$)

Hypothesis Testing Results

Table 15*Results of the first hypothesis (Organizational Leadership)*

Statistical Significance	k ² Value	Question
Significant	/	Q01
Significant	16.13	Q02
Significant	19.20	Q03
Significant	7.80	Q04
Significant	4.80	Q05
Non-significant	1.20	Q06
Significant	13.40	Q07

Result: Hypothesis 1 is confirmed. Organizational leadership is considered an effective strategic option to achieve the performance of sports enterprises.

Table 16*Results of the second hypothesis (Information Technology)*

Statistical Significance	k ² Value	Question
Significant	16.13	Q08
Significant	26.13	Q09
Significant	26.13	Q10
Significant	22.53	Q11
Significant	16.13	Q12
Significant	22.53	Q13

Result

Hypothesis 2 is confirmed. Information technology is considered an effective strategic option to achieve the performance of sports enterprises.

Discussion

The results of this study demonstrate that knowledge management contributes significantly to achieving progress in the organization's management process. Knowledge management provides administrators and managers with complete knowledge about organizational leadership, the environment in which they operate, and how to exploit the human element in light of technological development and the knowledge revolution.

Organizational Leadership as a Strategic Option:

The findings across seven questions consistently showed that employees believe organizational leadership plays a crucial role in achieving sports enterprise performance. The majority of respondents affirmed that:

- Sound decision-making and work organization (100%)
- Ease of communication (86.7%)
- Building confidence among employees (90%)
- Awareness of cognitive needs (70%)
- Organization of group meetings (70%)
- Strategic vision for knowledge management (56.7%)

all contribute to performance. Only Question 06 (freedom of communication) showed non-significant results ($k^2 = 1.20$, $p > 0.05$), suggesting that while leadership support for communication is valued, it may not be as critical as other leadership functions.

Information Technology as a Strategic Option:

The findings across all six information technology questions showed strong statistical significance at $p < 0.01$ for most items and $p < 0.05$ for Question 12. The high percentages of affirmative responses (ranging from 86.7% to 96.7%) indicate that employees strongly believe that:

- Using IT to develop and apply knowledge (86.7%)
- Possession of modern IT (96.7%)
- Technological means for knowledge exchange (96.7%)
- Contemporary programs and data provision (93.3%)
- Training courses on IT uses (86.7%)
- Software communication and advanced technology (93.3%)

Are all effective strategic options for achieving sports enterprise performance.

Comparison with Theoretical Framework:

These findings align with the theoretical literature reviewed in this study. Knowledge management requirements identified in the literature—including organizational culture, organizational leadership, human resources, and information technology—were all confirmed as essential elements. The results

particularly support the work of Hammadi Abla (2009) on information technology, Hammouda Hoda (2005) on organizational leadership, and Geagea Hamza (2013) on human resources development.

Conclusion

Knowledge management contributes significantly to achieving progress in the organization's management process, as it provides administrators and managers with complete knowledge about organizational leadership, the environment in which it operates, and how to exploit its human element in light of technological development and the knowledge revolution. The Multi-Sports Complex Diwan seeks to embody these components and requirements, consolidating organizational leadership and keeping pace with technological development in order to achieve its administrative objectives of managing, preparing plans, organizing, and monitoring work.

Study Results Summary

1. Organizational leadership is considered an effective strategic option to achieve sports enterprise performance.
2. Information technology is considered an effective strategic option to achieve sports enterprise performance.

Suggestions and Recommendations

Based on the findings, the following recommendations are proposed:

1. Rely on the consultation system with employees :This makes them feel a sense of belonging to the organization rather than feeling like mere individuals working in it.
2. Work on the principle of exchanging opinions with employees: This presents new ideas that will raise the level of performance.

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