

The role of public relations in crisis management with relevant parties Sports Foundation -field study Club ESS-

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الملخص:

تهدف هذه الدراسة إلى معرفة مدى وعي المؤسسات والنوادي الرياضية الجزائرية بأهمية ودور العلاقات العامة في إدارة الأزمات مع الأطراف ذوي العلاقة بالمؤسسة الرياضية ، والحفاظ على صورتها الإيجابية في أذهان الجماهير ، ولتحقيق ذلك فقد أجرينا الدراسة الميدانية على نادي وفاق سطيف، من خلال إجراء مقابلة مع المكلف بالاتصال والعلاقات العامة في النادي.

وقد توصلت النتائج حول دور العلاقات العامة في إدارة الأزمات داخل المؤسسات الرياضية الجزائرية إلى أن العلاقات العامة بنادي وفاق سطيف محل البحث لم تصل إلى الحد الذي يمكن أن نقول عليها أنها تعمل بوتيرة فعالة، تسمح لها بالمساهمة في الأهداف العامة للمؤسسة، خاصة فيما يخص الاحتكاك و التفاعل و العلاقات الطيبة التي تخلق صورة حسنة لدى الجماهير بنوعها الداخلي و الخارجي مما يسمح بتكيف و انسجام المؤسسة الرياضية مع محيطها وخلق نوع من الثقة، التي تسمح بكسب احترام المشجعين وجميعين الأطراف ذوي العلاقة بالمؤسسة الرياضية ، على الرغم من أن قسم العلاقات العامة بالنادي يلعب دور محم في إدارة الأزمات التي يتعرض لها النادي ، وذلك في مختلف مراحلها قبل أثناء وبعد الأزمة وذلك بغية الحفاظ على الصورة الذهنية الطيبة حول النادي في أذهان الأطراف ذوي العلاقة به.

الكلمات المفتاحية: العلاقات العامة ، المؤسسات الرياضية، إدارة الأزمة.

Abstract : This study aims to know the awareness of the Algerian sports institutions and clubs about the importance and role of public relations in crisis management with parties related to the sports institution, And to maintain a positive image in the minds of the masses, and to achieve that we conducted a field study on the club ES Setif, through an interview with the charge of communication and public relations in the club.

The results on the role of public relations in the management of crises within the Algerian sports institutions have reached the conclusion that the public relations of ES Setif have not reached the extent to which we can say that they operate at an effective pace, Allowing them to contribute to the general objectives of the institution, especially with regard to friction and interaction and good relations that create a good image among the masses both internal and external, allowing the adaptation and harmony of the institution with its sports environment and create a kind of confidence, , Which allows to win

the respect of fans and the parties involved in the institution of sports, although the public relations department of the club plays an important role in the management of the crises facing the club, In various stages before and during the crisis, in order to maintain a good mental image about the club in the minds of the parties involved.

sports institutions, Crisis Management , Public relations: **Keywords**

Introduction:

the PR is an administrative functions and the growing use of modern times with a substantial increase in population and enormous development in the media and increasing the desire to influence public opinion, They were numerous and multifaceted public relations human activity there are governmental and commercial public relations and political and military and industrial and sporting, But these species collected by the philosophy and general principles one isn't really only apply to General rules of public relations taking into account the circumstances and conditions in the area in which they are applied, Where we find that PR has many administrative structures like any Department within the Organization, but this device is more dangerous than others in terms of the role played in the communicative process control between senior management and Central world and the mental image of the institution for internal and external audiences.

No organization can achieve success and continuity without relying on public relations have become a powerful force in modern societies for the understanding between the facility and its audiences, through her growing sense of responsibility among citizens, are the way to find a complete and integrated cooperation between the Organization and the Ocean on the one hand and between individuals and groups within the Organization itself.

Considering that sports occupy social activity in every society. If relevant at the level of individuals contributing significantly in the area of human health, physical fitness and leisure they needed at the community level through clubs and sports teams so it is supposed to lead to harmony and dating and community education and graduation among other communities,³⁴ Especially the sports arena

³⁴ - Abd alah al sinidi , sports and public relations, 31 March 2017, <http://www.alriyadh.com/18192> day: 5/2/2017.

has seen major development in the areas of information and administration and management, as a result of the evolution of the scope of supervision and extensive internal and external environment in terms of alumni and fans and admirers, especially in the value of income and power investments that varied interests and methods, and the appropriate information management exercised its influence through the message conveyed to the target audience, the core task in this process is not only to create and send it up and that was affected. Perhaps the practical and field posts for this job information and dealing with the study of the behavior of the parties involved with departments that oversee the Organization of sports practice and adjust their laws and their shapes and locations as well as their reactions and consider various obstacles in the face of social and economic problems and political and legislative and ideology are undoubtedly public relations function, this function involves the practice of mutual communication with the public or external parties of other departments empowered to interest sports movement determined by the legislation in force in each State, Regulating those game noble on the level of the Algerian national territory and the various sports teams practiced this game.³⁵

Problem. In the face of the challenges and stakes faced by the Algerian sports teams, where they are exposed to many of the fundamental problems that hinder good conduct in order to put the players in good conditions to enable them to raise the achievement of sports, which prompts the leaders of these teams to express their resentment of the absence of administrative mechanisms interested To study their concerns and search for new ways of rapprochement between them and the players with the sports teams of local groups and the Directorate of their will and fans and players, , All of this shows us the importance of having a specialized department in public relations where the Department of Public Relations is given the proper position and given the powers necessary to achieve the previous objectives

³⁵ Nhaoua lounis , the importance of public relations in regional associations in solving management problems facing heads volleyball teams, field study regional association of volleyball Bejaia, memo masters, specialization mathematical and management, University Mohamed Sharif aides Ahras market, 2011/2012.P12.

with the provision of the human framework qualified to carry out this function and support them by various means of communication, both traditional and modern. The management of the crises experienced by the sports institutions and ES Setif club, which we mean by our study among the most important Algerian clubs, which has recently been exposed to many crises that affected its smoothness, prompting the management of the team to follow the various communication methods to absorb this crisis .

Based on the above, it is clear to us that there is a need for the public relations apparatus in the sports institution 'ES Setif' for the effectiveness of its decisions on the one hand and in order to improve its image among the masses on the other hand, especially in view of the crisis. This is addressed in this article by answering the following main question

- How does public relations contribute to the management of crises and conflicts in the sports institution?

This question has resulted in a number of sub-questions, which we summarize as follows:

1. What is the status of public relations in the sports institution
2. What are the target audiences through public relations activity.
3. What are the methods and means of communication used by the PR to win Confidence and influence on the internal and external public?
4. How does the public relations agency manage the crises facing the club?

Field study:

the importance and role of public relations in crisis management at ESS Club: we're putting the problem in question about the extent of awareness of Algerian sports clubs the importance of public relations in crisis management activity, which is what we are trying to answer through this field study, where we assume he can see this level of awareness through public relations position within the enterprise gym as well as the tasks assigned to the PR man in situations of instability and crisis situations.

Objectives of the study

1. To know the status of public relations in the club ES Setif
2. Identify the target audience through the public relations activity in the club.

3. Explain the methods and means of communication used by the public relations in the club to gain confidence and influence on the public and internal.

4. Learn about how the public relations department manages the crises facing the club.

-Identify study concepts:

public relations:

language the concept that stands for term PR is more meaningful and fulfilled a purpose if we know precisely the meaning of the term by knowing the meaning of the words ' public relations ' and ' '. That word means relationships links and links and threads of communication between the Administration and the public. General public intended either, the people, the masses of client with the Administration and the enterprise.³⁶

Description: Public relations are known as: ' successful deal with people for success, or profit and also include attention to the activity that would benefit the public and gain his trust and support '³⁷

Dr Kamal Ahmed Kamal knows public relations as ' an ongoing process of social communication and research are used to access plans check understanding and adaptation between organizations and their constituencies even benefit.'³⁸

Crisis management:

language: Word is a compound of two words: management and crisis. Management and the machine means things company or organization.³⁹ The crisis: its meaning: upset and distress and drought and collected

Crises.⁴⁰

³⁶ -Abdul Aziz Saleh bin Habtoor, comparative public administration, first edition, international scientific publishing house and distribution, Oman 2000;P203;204.

³⁷ Hana Hafez Badawi, public relations and community service, founded the theory and applied areas, without Edition, Office campus talk, Alexandria, 2001;P31.

³⁸ garib abd el samie communication and public relations in contemporary society, without Edition, University Youth Foundation, Alexandria, 1996;P48.

³⁹ Amal Abdel Aziz Mahmoud, Arabic dictionary, Dar es Salaam University's salary, Beirut, 1997, p 24.

⁴⁰ Amal Abdel Aziz, ibid, p 31.

Description: is the art of overcoming the crisis by using the various administrative and scientific instruments to avoid disadvantages and advantage of pros.⁴¹

Procedural definition: are all actions and activities carried out by the institution continuously, at various stages of the crisis, which aims to prevent and respond to crisis efficiently and effectively to alleviate the negative impact with the audience and analyze their causes to benefit from it in the future.

Sports institutions:

language: is a word consisting of two syllables: Enterprise and sport. Enterprise: just means Arabic dictionary: Association or Institute or company incorporated until economic social, charitable .⁴²

Either sports: know as dictionary meanings of the whole as a collection of sports and mean activity includes physical effort and skill, governed by laws or customs are usually competitively. , know as intermediate dictionary: it exercises pertaining to the human body and gain strength and flexibility.⁴³

Description: a place of sport and physical activity is exercised on all kinds of pitches and tools and lumber stores and annexes buildings. Whether it is exposed or covered with such facilities is important in that it works to provide a learning environment to upgrade the physical preparation, containing all possibilities and requirements, sports equipment and working on talent and allow them to develop in a healthy place to build the sports element which is the latest basic columns in nation-building and civilized societies.⁴⁴

A procedural definition :is a place that contains all the possibilities and the mathematical requirements for the exercise of physical activities in all its forms.

⁴¹ Mohsin Ahmad Al Khudairi, crisis management an integrated management and economic approach to crisis resolution, Cairo, ES, 1994, p 241.

⁴² Abdul Ghaffar Hanafi, Arabic dictionary, Dar ratib Al jamiah, Beirut, 1999, p. 517.

⁴³ Location of meanings: access 21/11/2017 day on the site:

<https://www.almaany.com/ar/dict/ar-ar/>

⁴⁴ sundus Moses Jawad, study the role of the internal organization of public relations in developing the work of clubs, some managerial cadre of sports, College of education, University of Baghdad, iraq, 2009, p 11.

Previous studies There are many studies that have been interested in the subject of public relations in the field of sports as in the study of both.

1- The study of the Lounis debauchery (2011/2012) under the title of the importance of public relations in the regional associations in solving the administrative problems facing the heads of teams of volleyball, field study in the regional association of volleyball in Bejaia, which showed that the public relations department has an effective role in minimizing administrative problems. But it turns out that the public relations apparatus in the regional associations lacks many programs and a clear vision of what to do when administrative problems occur in the preventive stage or therapeutic phase. Therefore, the study recommended the need to strengthen the relationship between the management of clubs And the management of regional associations to increase the approach of initiative, participation, creativity and coordination in solving administrative problems.

2- A study by Ali bin Hamdan Al-Ghamdi (2007) entitled The reality of the practice of the roles of public relations in sports clubs in Saudi Arabia - A descriptive survey of the practitioners of public relations in Saudi sports clubs, which reached results describing the overall reality of the practice of public relations roles in Saudi sports clubs, That the five institutional roles are already practiced in sports clubs and that guesthouses are the most practiced and the most sought after clubs are to increase the members of honor supporters and that the least of the goals is to identify the negative effects of sports intolerance and the most means of promotion The clubs recommended the increase of scientific studies and research in the field of practicing public relations roles in Saudi sport clubs to develop practice according to the roles. Professional as in the model of Broome and Dwizer developer in the Kingdom.

3- Sondus Moussa Jawad study (2009) entitled The role of the internal organization of public relations in the

development of the work of sports clubs - A survey on some administrative cadres in sports clubs / Baghdad - and found a very strong weakness between public relations and senior management, Training courses that can contribute to the development of the capabilities and capabilities of public relations workers as well as the lack of powers granted to the management of public relations and neglect sometimes, so the study recommended that the staff working in the field of public relations with university degrees and specialists.

The theoretical framework of the study

-The concept of public relations in physical education: public relations, science and art based on the foundations of human sociology to measure and interpret various sports audiences trends related to mathematical Foundation in order to balance the goals of those institutions and public goals, interests and needs of various sports related.⁴⁵

- types of communication in public relations in sport: first-external connections: those efforts beyond Sports Foundation both for external audiences (in the case of fans clubs, for example) or other sporting institutions which deal with the Directorate of youth and sport – all these efforts from within the State itself or in the international arena, such as the international regional Federation of certain game or her or other sports organizations outside the borders of the State as the clubs for example in some Arabic countries or European or African to participate in international tournaments Friendly or official for the purpose of expanding the Foundation's activity.

II. internal communications: are those efforts within the same mathematical Foundation of any internal audience members and workers within the enterprise and technical and training devices and different teams, members of these teams of players and it means tell them some news or the craziness and provide different instruction and

⁴⁵ Ibrahim Mahmoud Abdel Maksoud, Hassan Ahmed Shafi'i, encyclopedia of sports management PR-management development – marketing and finance in sport-tourism source for financing sports), meet minimum printing and publishing, Alexandria. 2004;P28.

guidance as well as to raise their morale and internal communications have two forms:

1. senior management (Board of Directors) to talks level of the decisions of the Governing Board that make him work within the enterprise.
2. from lower levels to higher management (Board of Directors) the reports submitted by the lower levels on the funeral of sports achievements within the enterprise as the reports submitted by the different sports teams for their accomplishments at the end of a mathematical subject.⁴⁶

- **The role of public relations in conflict management sport:** there are many principles that work in addressing public relations to manage any crisis arises in the field of sports, and these principles:⁴⁷

- 1 limited goals: each party during his administration a crisis of perception could not or other parties could achieve its objectives at once, so the PR work to articulate clear and specific goal helps to find a solution to the crisis and resolution.
2. be careful not to embarrass an opponent: public relations work on changing the view to the opponent as a partner in managing the crisis, giving it the opportunity to compromise from both sides of the conflict, which makes all of them keen to not attempt to highlight his strength against the other and thus paves the way to solve the problem.
3. expand consultations: public relations work to allow time for both sides of the crisis to consult with other parties which provides the opportunity to make decisions wisely.
4. broaden the base of support for resolution: public relations to deal with all parties to the crisis, and therefore the effectiveness of crisis resolution largely depends on the extent of its support of the other two.
5. Enhance communications system: the crisis requires joint cooperation between both sides, requiring multiple channels of communication and the role of public relations in the absence of

⁴⁶ -ALA alserwy, PR, 24/11/2010, on the website: <http://masm.ibda3.org/t31-topic-day-5/02/2017>.

⁴⁷ Public relations in sport, at: <http://www.elganna.com/forums/index.php?topic-2329.0>.

relationships between the parties to the crisis leads to the escalation of the problem and not to find alternatives to solving that problem. It is worth mentioning that one aspect of administrative efficiency to any sports organization is its ability to use PR effectively reduces conflicts within it to the lowest possible level despite the negative impact of conflict on the Organization but not without positive effects requires the Administration tapped for regulation.

Generally, the Department must be concerned with the management of conflict since its inception or appear in a sports organization, and this concern must increase if the conflict over the desired acceptable level and work to reduce it to that level and the Department must pay equal attention to conflict if the low level acceptable level and also desirable as it works to activate it.

-Procedures study methodology study

type field: this study aims to find out the extent of awareness of sports teams for the importance of public relations in crisis management activity, so this study fall under descriptive information and research studies that represent the most usable to study some problems and phenomena related to man and his stances, opinions and views in relation to media and methods.⁴⁸

Curriculum: the most appropriate methodology in our survey methodology which is one of the core curriculum in research is a descriptive approach that actually aims to discover the reality as it is.⁴⁹

The study community :The basis of the success of the appointment is first to determine the size of the original research community and its contents, and here we can point out that the original research community of our study is the contact with ES Setif.

Study Sample: The sample may be defined as comprising a part or part of the original community units concerned with the research and being represented so as to bear its common characteristics. This model or part will enrich the researcher for all the units or what is also known as the vocabulary of the original community, especially if it is difficult

⁴⁸ Mohamed Mounir hadjeb , 2003, the basics of social media research, I 2, dawn of publishing and distribution, Cairo.

⁴⁹ Ahmed bin moursely , 2005, scientific research methods in information and communication sciences, 3, Office of University publications, Algeria.

or impossible to study all of these Units The sample is usually selected according to scientific bases and methods⁵⁰.

The most appropriate sample used in our study is the sample, which is defined as ' the sample whose members are deliberately selected by the researcher due to the availability of some characteristics in these individuals and others, which are important for the study. The sample of our study is in the Liaison Office at Wifaq because they are the only people who are able to give us information on how public relations contribute to crisis management experienced by ESS Setif.

Spatial domain: The study was conducted at the ESS Setif Center, located in the Boumerchi district of Setif governorate.

Human Field: The study was conducted with the Liaison Officers in the ES Setif where we conducted the survey with Mr. Samir Bashir, a worker in the communication cell of Al-Wefaq and works as a journalist in the best scorer. The actual study was conducted with the charge of communication, Expressions.

Time domain: The study was implemented during the period of February 2017.

The survey was used as a guide to the initial interview with journalist Samir Bashir, who had information to confirm the effectiveness of public relations within the club ESS Setif and the most important results reached is

- the club is exposed to many crises, both internally with workers and players and even on the outside .
- The Public Relations Department is involved in providing solutions to the crises in which the club is located.
- The Public Relations Department is interested in the relationship with the press, especially during crises.

The data collection tool: we used the interview as a tool for data collection, scientific exploration process through which the researcher receives the information and makes sure those collected by observation, it is an Act and react, question and answer, what occurs between two people) researcher and respondent) depend on verbal communication process, is a conversation from between the researcher and another person or persons to get to the truth of a

⁵⁰ Amer Kundalji, Scientific Research and the Use of Information Sources, I 1, Dar Al Yazuri Publishing and Distribution, Amman, 1999, p. 137.

particular site or researcher seeking to know in order to achieve the objectives of the study, one of the main objectives For the interview to get the data Finder⁵¹. Corresponding has divided into a set of axes: The first axis: -communication and public relations department in the organizational structure of the enterprise. Axis

II: powers of communication service and public relations. Theme

III: the success of media and public relations machine administrators in communication messages to their audience.

IV the nature and means of communication at the Miss.

Fifth: the nature and means of communication on the outer level.

Vi: the role of public relations in crisis management and conflict.

-Field study results: through this study try to reach conclusions and scientific facts based on data and substantive results gleaned through our study of the reality on the ground for effective public relations in the enterprise in question. These results have been thrown: through field study we came to inter, my God, all results are as follows:

-Communication and public relations department in the organizational structure of the enterprise: through the analysis of the results of the questions in the interview and information gathered through observation and the corresponding information reached the conclusion that the information and public relations department does not fit the physical nature and location of this important body on internal planning for large enterprises and dealing with different audiences, so through this analysis it is clear that the public relations department at global sports (ESS) does not reflect the true position and effectively to that device. The internal balance of the institution and therefore improve communication and create good relations among workers and between workers and administrators. This reflects negatively on the central functionality being the primary engine in activating and coordinating internal roles for various professional groups.

The powers granted to the benefit of communication and public relations: through the analysis of the questions and information obtained we determined that although public relations exercise but

⁵¹ Mohamed abidet , research methodology, rules and stages and applications, Second Edition, Wael, Oman, 1999.

does not have full powers empowering the exercise of its duties and functions as well, and on the other side we found that limited authority reduces the function of public relations as an effective mediator working on coordination between the various relevant parties Hibernian Club, through the above found that PR does not have powers that are supposed to characterize the size and location of institution ESS will sport the Algerian Arabic. As seen on date paste that is no longer possible to overlook the public relations function in the administrative structure of any institution, despite the different degrees of attention and awareness of the real concept⁵².

It must also be a public relations site organizational structure after the Board in terms of the hierarchy within the Organization to make authoritarian in effective website in making decision and one consultant.⁵³

-The success of the information and public relations machine administrators in communication Messaging delivery to internal audience: information collected through your communication capacity in roles we conclude that communication link connectivity between internal and public interest media and PR, but the contents of the communication messages are sometimes easy to understand due to the lack of appropriate means of messages with selected enterprise used. in addition to irregular communication messages in a timely fashion. And it can be said that the success of the interest-based information and public relations in communicative messages remain modest due to lack of control and lack of communication techniques used with internal audiences, and which assumes knowledge of enterprise fans well know.

-Training courses and training: through the analysis of the study data for the area of the composition of staff and workers in the field of communication, we can say that significant attention to institution courses for the communication side of the belief that training in this

⁵² Ali bin Hamdan Al-Ghamdi, reality PR roles in Saudi sports clubs, memo masters, Media Department, King Saud University, Saudi Arabia, 2007.

⁵³ -Moses Jawad, sundus study the role of the internal organization of public relations in developing the work of sports clubs, sports magazine, issue 14, Volume 10, 2011.

area has become an inescapable necessity being vital and effective in maintaining internal balance. But don't leave complete freedom for staff and workers in an application or different knowledge and experiences of training courses and training other groups without limitation prevented achieving the expected results in terms of job performance of employees and workers. And it could be argued that the formative courses in sports institution in question are modest role of communicative standpoint though ruler efforts and programmes to upgrade and improve the capabilities and potential of employees, training courses in communication facilitates and assists in the performance of his task, working his job to the fullest.

-The nature and means of internal communication: through the analysis of the results of the questions in the interview and the information collected reached the conclusion that, although internal means of communication and make every effort to achieve internal communications goals but it did not affect the actual needs of the capabilities of this important body to inform and motivate workers and enterprise culture at the internal level and dealing with different internal audiences, there was a mix between direct and indirect connection to Communicative and informational messages to all workers and employees, but they weren't capable of wider use of such means as they overcame traditional means somewhat, though, and having many other species that have proven effective in internal communication, the latter does not reflect the objectives and real jobs for the benefit of public relations and outreach role in the dissemination of information pertaining to the workers and motivating them. As I explained the results lack communication policies and goals connected to internal audiences, and has appeared as the entertainment part shortage and education.

So through this analysis it is clear that the nature and means of communication internally at FC ESS does not respond to the aspirations and demands of the workers and employees despite wills body sought public relations internal communications needs for effective public relations in the enterprise as far as be familiar with the nature and means of communication as much as up to achieve the goals of the institution, and hence the durability of internal stability.

Working conditions within the enterprise: through the analysis of the results of the questions in the interview and information obtained we determined that the internal conditions of work are not suitable as expected, and this is demonstrated by the results with respect to the limited relationship with charge call, taking suggestions into account, as well as responding to complaints, the Sports Foundation (ESS) efforts to create internal weather of workers to perform their jobs better, and that although the use of certain activities, it did not live up to the requirements for creating weather Parallel procedure real capacity for organization, adding that it is not sufficiently available to all professional groups. So through this analysis it is clear that efforts to improve working conditions within the enterprise it didn't live up to the required level, which reflects the real objectives of internal PR for any economic institution.

-The nature and means of communication on the external level: through the analysis of the results of the questions in the interview and the information collected reached the conclusion that the nature and means of communication externally came to explain that the means used are public relations activities that fall under the management methods used by the institution to manage and conduct relations with external audiences, not as a means of public relations which aims to communicate and convey information in a way that direct communication and professional, this was shown by having Interest of the media and public relations and its quest for media communication objectives and policies, as well as diversification of communicative means (direct, indirect) to take into account the specificities and the educational level of the audience and that they take to her at know all about the institution and its achievements and all the changes, but it's still dominated by traditional means, they are so modestly considering economic and financial power of the institution in question, This did not prevent the good image of the institution. So through this analysis it is clear that the nature and means of communication externally in Sports Foundation study was better than its predecessor in the internal audience, but if we look at the possibilities of the institution as a kind of big and her reputation, it didn't live up to the standards and the real objectives of PR regarding

the methods of handling and increased interaction, and then a good image and reputation of the institution.

-Conditions for dealing with external audiences: through the analysis of the results of the questions in the interview and information obtained reached the conclusion that the circumstances of dealing with external audiences generally good compared with domestic audiences and see that the institution had much contact with external audiences, which is one of the important pillars in its dealings, the latter facilitated connect through enough days to receive them and take their suggestions into consideration, and they do what they can to reduce Difficulties faced by customers through easier access to the officials who have the ability to address their problems, do everything they can to receive complaints and suggestions of the fans and make every effort to address them. The Foundation is also working to create the kind of relationship with external audiences through call for activities and concerts on certain occasions this with respect to dealing with the media, even if at a medium pace, So through this analysis it is clear that the conditions for dealing with the public enterprise outer well studied compared to dealing with the public procedure, and it can be argued that functionally PR and although interest in external audiences, but the linkage and coordination between internal and external audiences to increase the strength and effectiveness of public relations in the enterprise.

-The role of public relations in crisis management and conflict: through the interview conclude that Concord Club suffered a sudden crises shook his reputation and threatened its existence, notably about problems and financial funding, bribes, expose players to injuries, excluded from playing in events and periodicals, problems with players. As the Concord Club possesses a special section with crisis management, crisis has entrusted to the PR Department of the section's expertise in this area and its ownership of skills to alleviate and prevent crisis, where public relations group of procedures before the crisis, is to configure the internal audience in dealing with crises, as well as develop the reputation of the Club so underrepresented parties competing for the Club the chance to ask rumors, as well as careful to take precautions until the Club past the same crisis, in addition to working To strengthen its ties with relevant parties and

strive to please them and gain their trust and support in normal and abnormal conditions.

As you take a series of actions in a phase of crisis in search of a citizen and the causes of the crisis, predicting the most important potential results, internal and public information media in crisis, if the transparent wall method tracking them through their crisis and to provide the necessary information about their causes and solutions, and work to connect with them on an ongoing basis and assuring the Club's ability to cope with the crisis. After the end of the crisis, the public relations Department seeks the Club to return to normal activity, and work for change on major policies brought the Club to the crisis, and to communicate with the relevant parties in order to preserve the Club's image in the minds of the masses, through intensive media campaigns as well as improve their dealings with them.

-The results of the study: in the light of our findings on the subject of our study, we can say that the study had achieved its objectives set in advance. With regard to the status of the communication service and public relations of the institution in question, they are not reflected in the tasks, roles and functions exercised by these stakeholders, both internal or external level. This of course will affect the plans and strategies of interest objectives in themselves. As to methods and communicative methods used are not effective if linked to needs and desires and expectations of internal and external audiences, this is of course the lack of public relations activities operators sufficient experience and specialization in the field of public relations.

This study also enabled us to know the kind of modest gaze revealed the interest of public relations of the senior management of the institution in question, it explains a simple and general understanding of public relations in almost all our national Sports Foundation, and what they can offer to these institutions of great support for the masses of different types in favor of the Foundation of positive thoughts, good pictures that turn later to sporting institution support, lack of defined borders activity leads to overlap and disagreement between jobs and thus discrepancies Scattering the efforts of your organization, as stipulated, the public relations work is divided into an

enterprise part and special part of the person making the public relations job⁵⁴.

Among the other goals also highlight the importance of public relations interest Sports Foundation (ESS) where we have raised interest in public relations activities and the importance of their role in the relation between the institution and its audiences and its surroundings and the parties involved particularly in crisis, which facilitates them many obstacles and difficulties that can be encountered in the future.

- **General results under previous studies:** it turns out by displaying the results of the study:

- public relations in Sports Foundation ESS is practicing according to scientific foundations.

- Although Enterprise officers use most public relations techniques but spontaneous and inadvertently with integrated contact public relations, however, have yet to reach the rightful functioning perfectly, and this is evidenced by the limited powers and communication Department organizational structure. This is in line with the results of the study of chromatic blackness, which concluded that the public relations apparatus in the regional associations lacks many programs and clear vision of what to do when administrative problems occur in the preventive stage or therapeutic phase. Therefore, the study recommended the need to strengthen the relationship between the management of clubs and the management of regional associations To approach the initiative, participation, creativity and coordination in solving administrative problems.

- ability based on these CDs are limited, this is due primarily to the non-specialization of all in the field of communication and public relations, and this of course would have a modest impact on the nature of communication and information, as well as the method of communication messages to the masses, the Hibernian Club interest internal and external audiences through public relations interest, has to do with respect to connectivity status must have the interest on the one hand, and the capacity and efficiency of managers in performing

⁵⁴ sundus Moses Jawad, study the role of the internal organization of public relations in developing the work of clubs, some managerial cadre of sports, College of education, University of Baghdad, iraq, 2009

their functions and communicative roles, which derives the search base Science in the field of communication and public relations. This is what is agreed upon and the results of the study of Sundus Musa Jawad, which found a very strong weakness between public relations and senior management, and the lack of interest of the higher institutions and institutions in training courses that can contribute to the development of the capabilities and capabilities of public relations workers as well as the lack of powers granted to the public relations management and neglect in some At the same time, the study recommended that the staff working in the field of public relations should have university degrees and specialists.

ESS interest was internal audience is modest, and it has been shown through working conditions not up to par, as well as for communication and disclosure.

- Enterprise external audience interest and attendance the deal of financiers and the sponsor, the results showed a clear interest in comparison with his audience through the procedure of how to deal with them by addressing most of the concerns and suggestions, as well as good relations and goodwill and provided communication means are used with dealers, although they are compared to conventional developments and shifts in the field of communication especially public relations. This is in line with the results of the study of Ali bin Hamdan al-Ghamdi, which concluded that hospitality is the most practiced and that the most sought after by clubs is to increase the members of honor supporters and that the least of the goals is to identify the negative effects of sports intolerance and that the most popular means of promotion in clubs is Advertising in club facilities and direct contact is the most used in communication with the masses and clubs rely on the art of news in dealing with the public, so the study recommended the need to increase scientific studies and research in the exercise of public relations roles in Saudi sports clubs The development of practice according to professional roles as in the model Gazprom and the developer Dozier Kingdom.

- General relations section plays Hibernian Club role however in the crisis management institution in various stages before during and after the crisis in order to maintain good mental picture about the Club in the minds of the parties involved.

Epilogue: through these findings about the effectiveness of public relations in Algerian sporting institutions can conclude that PR ESS Club in question did not reach the limit you can tell them they are effective pace, allowing them to contribute to the overall goals of the Organization, particularly with respect to friction and interaction and good relations that create a good image among the masses, both external and internal, which allows adaptation and unison sports institution with its surroundings and creating the kind of trust that allow to earn respect. Fans and the relevant parties collections Sports Foundation.

In the light of these findings, we decided to make some suggestions that good at following points:

- giving communication service and public relations position that must be taken through broader powers granted to function.
- consolidating the relationship more with external audiences order to spread the spirit of belonging and confidence in hand, sporting institution and as such an effective means to give reputation and good image of enterprise with foreign audiences of various kinds.
- intensifying PR activities both internally and externally.
- recruitment or integrating people with specialization in the field of communication and public relations.
- intensifying training courses in General and especially in the field of communication and public relations

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