

The Reality of Strategic Planning and its Impact on the Quality of the Performance of Sports Leaders in the General Federations in Libya

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ABSTRACT

The aim of the research is to study the reality of strategic planning and the performance of leaders working in public sports federations in Libya, taking into account the extent of the need for public federations to create a state of leadership as an intermediary variable and its role in achieving excellence in the performance of effective leaders to achieve achievement in the sports field, and the descriptive approach was used The analytical method through the application of the intentional sampling method from the general federations in Libya and its headquarters in the city of Tripoli. Active leaders were targeted for the study (the president of the federation, the secretary general, the treasurer) and a questionnaire was applied with a response rate of (90.8%), and one of the most important results presented by the research is the presence of an impact Statistically significant at the significance level ($\alpha \leq 0.05$) of the strategic vision at the level of performance of the leaders of the general sports federations, and the presence of a statistically significant effect at the level of significance ($\alpha = 0.05$) for the strategic message on the level of performance at the level of leaders of the general sports federations, and the presence of a statistically significant effect At the level of significance ($\alpha = 0.05$) for the strategic goals at the level of leadership performance of the general sports federations, as it was found that there is a moderate direct correlation between Strategic planning and performance quality from the point of view of leaders in general sports federations, where the correlation coefficient between the two variables was ($R = 0.61$).

Keywords: Strategic planning, performance quality, general sports federations

INTRODUCTION AND RESEARCH PROBLEM

Planning in the sports field has become of great importance in the implementation of various sports

activities, as the absence of planning loses the work of its most important resistance, which is defining the goals of the work, as the work becomes improvised with no purpose and no goal, and planning determines the stages and steps of implementing the work and the followed methods that are required Employees follow the various activities and coordinate between these activities. (Al-Douri, 2005), and management means looking ahead, which shows the importance of planning in relation to business circles. The need for planning appears clear in many cases and in different ways, perhaps the most important of which is the development of a plan for work in the future, as their

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effects are effective and fruitful, and this is in addition to being considered as a picture of the future, and planning has always been one of the main functions of executive management according to the classical school of management, as planning is essentially a mental process and a mental tendency to perform things in a stylized manner. Conjecture. (Al-Shafi'i, Abdel-Maqsoud, 2003).

The issue of strategic planning is a broad and complex topic and is not limited to one aspect without another in all corners of human knowledge, as countries are striving to reach the best levels, and this will only come through their awareness of the meaning of scientific planning based on sound scientific methodology and stemming from the belief of countries and those responsible for sports in the importance of This element is in reaching the best desired goals. (Maher, 2003), and it is considered the most important type of planning, as all types of plans are placed within the framework of the strategic plan by defining the general objectives associated with the long-term. The habit of expansion and continuity goals (Al-Galbi, Idris, 2007).

It was emphasized that without strategic planning, long-term actions may result in a waste of time and effort, as strategic planning provides a broad and long-term framework for the institution's location and capabilities within a crystallized environment, and then the availability of a strategic plan leads to the availability of an atmosphere that allows good efforts and focus talent The institution in light of the core priorities. Strategic planning is a formulation of the purposes of the institution or organization and its long-term goals (Qishta, 2004).

Most references agree that strategic planning has become one of the most important administrative elements in the sports field, which any organization must rely on in its work, and since sports federations represent one of the important sports institutions because of their great role in supervising sports activity, and through good planning, plans and exploitation can be made. Good for the material and human resources available to achieve sporting achievements.

Given the importance of the general sports federations and the services they provide to a large segment of young people, the researcher considered that strategic planning is a major focus that must be studied, due to the low strategic planning process, which is placed

separately from the pioneering orientation in achieving its work, and as a result, the researcher found that it is necessary to identify On the reality of strategic planning and its impact on the performance of the leaders entrusted with implementing the decree planning and achieving its goals. Recent studies have shown that the degree of strategic planning in organizations has a direct impact on the performance and evaluation of those institutions. Studies have also shown that there are prominent links between the organization's approach to strategic planning and the performance of existing business. in organizations. (Juul, 2000).

Hence, the problem of the study lies in determining the correct access to the practical implementation of the strategic plans developed in advance in order to achieve the desired goals and reach the efficiency of institutional performance.

Accordingly, the study problem can be shown by raising the following question: How does strategic planning affect the performance of public sports federations in Libya.

OBJECTIVES OF THE STUDY

This study came to achieve the following:

1. Finding the correlation between strategic planning and the quality of leadership performance in the general sports federations in Libya.
2. Presenting a clear vision for the adoption of strategic planning, commensurate with the capabilities and competencies available to achieve the set goals.
3. Statement of the role of public sports federations to achieve their mission towards the youth through the implementation of strategic planning, which achieves the required performance.
4. Setting appropriate strategic goals by monitoring financial allocations and providing the necessary human cadres to secure all the necessary means for the success of the general sports federations in Libya.
5. Emphasis on the role of the strategic choice in achieving the required performance.

Study Hypotheses

In line with the problem and objectives of the study, which showed the existence of a discrepancy in the degree of relationship and influence between the dimensions of strategic planning and the performance

of leaders in public sports federations, and to test the study model, the following hypotheses were developed:

The first main premise:

There is no statistically significant effect at the significance level (0.05) of strategic planning with its dimensions (strategic vision, strategic message, strategic objectives) on the performance level of leaders in general sports federations in Libya, and it emerged from these following sub-hypotheses:

1. There is no statistically significant effect at the significance level (0.05) of the strategic vision on the performance level of leaders in general sports federations.
2. There is no statistically significant effect at the significance level (0.05) of the strategic message on the leadership level in the general sports federations.
3. There is no statistically significant effect at the significance level (0.05) of the strategic objectives on the leadership level in the general sports federations.
4. There is no correlation between the variables of strategic planning and the quality of performance at the level of leaders of the general sports federations in Libya.

The importance of the study lies in two aspects:

- Scientific importance: the scientific importance of the topic is summarized in that it is another study to be added to university studies due to the lack of studies that dealt with this topic, despite the fact that many studies dealt with this topic so that I worked on covering it adequately, but the adequate coverage of it still needs To enrichment and intervention by researchers, especially in the field side, in addition to the novelty of the topic as it combines two important variables at the present time.
- Practical importance: The stages of strategic planning in its various steps are among the important topics in the field of business. We hope that this study will contribute, especially from the practical side, in revealing some data and practical visions for the leaders of public sports federations, in addition to revealing the extent to which they achieve the objectives of strategic planning, By addressing the impact of strategic planning on the quality of performance of the general sports federations in Libya.

Terminology of Study

Strategic Planning: Strategic planning is defined as “a systematic approach that anticipates educational, potential and possible futures, and prepares to confront them by diagnosing the available and expected capabilities, designing alternative strategies, and making rational decisions regarding their implementation and follow-up. (Hussain, 2002, p. 169).

Strategic vision: It is the future path of the institution that determines the destination it wants to reach, the market position it intends to achieve, and the quality of capabilities and capabilities it plans to develop.” (Hilal, 2008, p. 13).

The strategic mission: It is the framework that distinguishes the institution from other institutions in terms of its field of activity, products, customers and markets. It aims to explain the essential reason for the existence of the institution, its identity, operations and practices (Al-Louh, 2007, p. 22).

Strategic Objectives: “The final results of activities carried out in a highly organized manner, and expressing the intention of the planner, to move from the current position to the target position, which qualitatively increases in terms of the ability to achieve from the current position. (Al-Qatameen, 2002, p. 65).

Quality of performance: It is defined as the integrated system for the production of the organization’s work in light of its interaction with the elements of its internal and external environment (Al Douri, 2007, p. 76).

Second: Previous studies:

• Arabic Studies

Zoubi’s study (2014) entitled: The impact of strategic planning on the performance of Algerian higher education institutions (from the perspective of a balanced scorecard) a case study of Mohamed Khider University of Biskra. This study aimed to know the attitudes of the administrative staff at the University of Biskra towards the impact of strategic planning on the level of performance of the University of Biskra and to test the differences in those directions according to their different personal and functional characteristics. The study concluded that strategic analysis and strategic choice affect the performance of the university, and the results showed that there

are significant differences Statistical significance in the respondents' attitudes towards the concept of strategic planning due to the variable of academic qualification and the field of the current job, as well as the presence of statistically significant differences in the respondents' attitudes about the concept of performance due to the variable of gender, academic qualification and the field of the current job.

Al-Otaibi study (2012) entitled: The impact of strategic planning and continuous improvement on the effectiveness of independent institutions in the State of Kuwait. This study aimed to identify the extent of the impact of strategic planning on the effectiveness of independent institutions in the State of Kuwait. Recognizing the impact of continuous improvement on the effectiveness of independent institutions in the State of Kuwait. This study concluded that independent Kuwaiti institutions are constantly discussing the improvement and quality plan within the strategic review of the institution, and give priority to improvement projects, and work to continuously redesign their activities.

Al-Dajni study (2011), entitled: "The role of strategic planning in the quality of institutional performance: a descriptive and analytical study in the Palestinian regular universities -". This study aimed to identify the reality of strategic planning in achieving quality institutional performance. Providing clear performance indicators and determinants of effective institutional performance for all its components, among the international indicators and standards that suit the Palestinian environment. The study concluded in its most important results that there is a relationship between the level of the role of strategic planning and the standard of philosophy, mission and goals as one of the dimensions of quality institutional performance, and the availability of quality strategic planning in its two dimensions, environmental analysis of the internal and external environment, as well as the existence of a relationship between the role of strategic planning and the quality of institutional performance.

Salkic (2014) Study: Impact of strategic planning on Management of Public Organization in Bosnia and Herzegovina.

This study aimed to study the impact of strategic planning on the management of public institutions, where the study was conducted in public institutions, in Bosnia and Herzegovina, and the results of the study

indicated that the use of strategic planning in public organizations increases the efficiency and effectiveness of managing organizational resources rationally, and reduces the possibility of Allocate resources on the basis of subjective preferences, feelings and aspirations, or in response to particular political pressures.

First search procedures: -

- 1- Research Methodology: -
The researcher used the descriptive survey method for its relevance to the nature of the research.
- 2- Research community:
The research community included the heads of the general sports federations (universities), the general secretary and the treasurer, and they represent the leading symbols of the sports institution, numbering (26) general federations.
- 3- Research sample:
The research sample was chosen in a deliberate way from the heads of the federations, the general secretary and the treasurer for the sports year 2018-2019. The sample size was (60), including (20) presidents, (20) secretary-generals, and (20) treasurers, and the following table illustrates this.
- 4- Study tool: After extrapolating many previous studies, a special closed-type questionnaire was adopted as a tool for collecting data from the research sample, prepared by Jawad Hussein 2005, and it includes two axes:
The first axis: it contains the personal and functional data of the sample members, which are: (gender, age, educational qualification, field of current job and years of experience).

The second axis: It contains two axes:

The first axis: It is represented in the "strategic planning" variable, which included (12) phrases aimed at identifying the practice of the stages of strategic planning from the point of view of the research sample members, and three dimensions were selected that were selected based on a review of the literature on this topic, which is believed to include the most important The stages of strategic planning, have phrases as follows:

Strategic vision: represented by the numbered phrases (1-4).

The strategic message: represented by the numbered phrases (5-8).

Strategic goals: represented by the numbered phrases (9-12).

It is noted from Table 1 that the stability coefficients for all study variables are high, as the reliability coefficient for all paragraphs of the tool reached ($\alpha = 0.85$), which is a high and acceptable stability rate for the purposes of conducting the study.

Statistical processing

The study will use the statistical package (SPSS.16.1) to process the data in order to answer the test of its hypotheses, according to the following statistical treatments:

- Frequencies and percentages to describe the characteristics of the study sample, and to calculate the arithmetic means and standard deviations to answer the study questions.
- One-way analysis of variance (ANOVA) and (T-Test) to test the effects of personal and functional variables on the respondents’ perceptions of independent and dependent variables and their dimensions.

Table 1: The value of the stability coefficient (internal consistency) for each variable of the study

variable	sub-variable variable		Reliability coefficient (Cronbach’s alpha)
Strategic planning	Strategic vision	1-4	0.89
	The strategic message	5-8	0.84
	Strategic goals	9-12	0.86
Quality performance	–	1-8	0.88

Table 2: Arithmetic averages and standard deviations of the study sample members’ perceptions of items after the strategic vision

Level	Ranking	Arithmetic deviation	Average Arithmetic	Paragraph	Number
Medium	2	1.29	3.35	The strategic vision of the general federations must be realistic with regard to the sporting activity and the surrounding conditions.	1
Medium	4	1.20	2.69	The leaders of the general federations have a comprehensive vision for developing strategies for the entire sports organization and determining the actions	2
Medium	3	1.15	2.71	The vision of the general sports federations leads the process of administrative change towards the desired situation	3
High	1	1.03	3.58	The vision of the general sports federations is set with an appropriate date for its achievement	4

Show results

The following is a presentation of the results of the descriptive statistical analysis of the data, which are the value of the arithmetic averages and standard deviations, the relative importance of all dimensions of the study, and the paragraphs that make up each dimension, taking into account that the scale used in the study is included as follows:

High	Medium	Low
3.5 and above	2.5-3.49	1-2.49

Based on this, the arithmetic averages reached by the study will be dealt with to interpret the data Based on this, the arithmetic averages reached by the study will be dealt with to interpret the data Based on this calculation, the averages reached by the study, the values will be treated to interpret the data.

The first sub-hypothesis: There is no statistically significant effect at the significance level (0.05) for the strategic vision dimension on the level of leadership performance in general sports federations.

Arithmetic averages and standard deviations of the study sample members’ perceptions of items after the strategic vision.

Table 2 indicates that the strategic vision dimension as a dimension of strategic planning from the point of view of the leaders in the general sports federations was average on most of the paragraphs, except for paragraph No. (4), where the arithmetic average reached (3.56) at a high degree.

The second sub-hypothesis: There is no statistically significant effect at the significance level (0.05) for

the dimension of the strategic message on the level of leadership performance in general sports federations.

Table 3 indicates that the dimension of the strategic message as a dimension of strategic planning from the point of view of the leaders in the general sports federations came average on most of the paragraphs, and paragraph No. (7) came with a high degree, where the arithmetic average reached (4.01) at a high degree.

The third sub-hypothesis: There is no statistically significant effect at the significance level (0.05) for the strategic objectives dimension on the level of leadership performance in general sports federations.

Table 4 indicates that the strategic objectives dimension as a dimension of strategic planning from the point of view of the leaders in the general sports federations in it came high on most of the paragraphs, and paragraph No. (10) came to a medium degree, where the arithmetic average reached (3.47) at a medium degree.

Table 5 shows that the arithmetic averages of the responses of the sample members to the dimensions

of strategic planning (strategic vision, strategic message, strategic objectives) were high, and that the total average of strategic planning from their point of view was (3.86), and the strategic vision dimension ranked first with an average My arithmetic amounted (4.07), while the two dimensions (strategic analysis and strategic choice) came in the second place, with an arithmetic mean of (3.90), and came in third place after the strategic goals, with an arithmetic average of (3.81) with a high degree as well, and came in the last place The dimension of the strategic message, with an arithmetic mean of (3.64), was also very high.

Fourth hypothesis: There is no correlation between the variables of strategic planning and the quality of performance at the level of leaders of the general sports federations in Libya.

To answer this question, Pearson's correlation coefficient was calculated between the two variables, strategic planning and performance quality in general sports federations, and the following table shows that.

Table 3: Arithmetic averages and standard deviations of the study sample members' perceptions of items after The strategic message

Level	Ranking	Arithmetic deviation	average Arithmetic	Paragraph	Number
High	2	1.24	3.66	The message of the general sports federations is the reason for its existence to achieve its goals.	1
High	1	0.87	4.01	The message must obtain the credibility of sports clubs and acceptance by all employees	2
Medium	3	1.16	3.19	The message of the general sports federations is specialized outputs according to scientific standards.	3
Medium	4	1.25	2.77	The message of the general sports federations is broad to allow the exploitation of new opportunities for youth sports development	4

Table 4: Arithmetic averages and standard deviations of the study sample members' perceptions of items after the strategic objectives

Level	Ranking	Arithmetic deviation	Average Arithmetic	Paragraph	Number
High	4	1.19	3.44	Strategic planning in general sports federations aims to indicate the goals and objectives to be achieved	1
Medium	3	1.15	3.57	The formulation and identification of goals and methods of achieving them is the essential element in strategic planning in general sports federations	2
Medium	1	1.09	3.83	Public sports federations have long-term goals to achieve.	3
Medium	2	1.03	3.67	The general sports federations have stimulating goals for the abilities and skills of leaders in order to develop and improve the level of performance.	4

Table 5: Arithmetic averages and standard deviations of the respondents' perceptions of the dimensions of strategic planning

Paragraph level according to average Arithmetic	Ranking	Arithmetic deviation	average Arithmetic	Dimension name	Paragraph sequence
High	1	0.62	4.07	Strategic vision	1-4
High	4	0.85	3.64	The strategic message	5-8
High	3	0.80	3.81	Strategic goals	9-12
High	–	0.82	3.86	overall average	1-20

We note from Table 6, that there is a moderate direct correlation between strategic planning and the quality of performance from the point of view of the leaders in the general sports federations, where the correlation coefficient between the two variables is (R = 0.61).

RESULTS

After analyzing the study hypotheses, the following was found:

The results of the study showed that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the strategic vision on the performance level of the leaders of the general sports federations in Libya.

The results of the study showed the existence of a statistically significant effect at the level of significance ($\alpha = 0.05$) for the strategic message on the level of performance at the level of leaders of the general sports federations in Libya.

The results of the study showed that there is a statistically significant effect at the significance level ($\alpha = 0.05$) for the strategic objectives on the performance level of the general sports federations leaders in Libya.

There is a moderate direct correlation between strategic planning and the quality of performance from the point of view of the leaders in the general sports federations, where the correlation coefficient between the two variables was (R = 0.61).

RECOMMENDATIONS

After the results were presented, the following recommendations were formulated:

1. The necessity of linking the outcomes of the strategic planning process by the general sports

Table 6: Pearson's correlation coefficient between the two variables, strategic planning and performance quality in general sports federations

Empowerment	Strategic Planning		
0.64	1	Pearson Correlation	Strategic Planning
0.00		Sig. (2-tailed)	
60	60	N	
1	0.64	Pearson Correlation	Performance quality
	0.00	Sig. (2-tailed)	
60	60	N	

federations to each other to achieve the cumulative building in a comprehensive manner, which is positively reflected on the efficiency of performance in the long run.

2. Exchanging experiences, following policies and trends, and striving to develop the relationship of the general sports federations with each other.
3. Emphasis on the speed of response to the services provided to achieve efficiency and excellence in the performance of leaders in the general sports federations in Libya.
4. The need to work on creating an environment based on loyalty, sincerity, commitment and appreciation of diversity, ideas and multiple disciplines in the general sports federations in Libya.
5. Conducting more studies that shed light on the strategic planning of the general sports federations in Libya.

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