

The reality of the proactive strategic direction at the Ministry of Youth and Sports

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Summary:

This study was conducted to identify the reality of the proactive strategic direction at the Ministry of Youth and Sports on an exploratory sample of (30) individuals and a basic sample of (120) individuals from the central departments of the Ministry of Youth and Sports, and the researcher used the descriptive analytical approach, and one of the questionnaire data collection tools designed by the researcher, and one of the most important results is the achievement of the proactive strategic orientation at the Ministry of Youth and Sports with a high degree with a relative weight of (86.95%), and one of the most important recommendations is to raise awareness of the need to activate the proactive strategy in determining strategic directions The Ministry has to search for new plans and methods of work that contribute to improving the quality of performance, as they have not gained importance.

Opening Words:

The proactive strategic direction, Ministry of Youth and Sports

واقع التوجه الاستراتيجي الاستباقي بوزارة الشباب والرياضة

الملخص:

أجريت هذه الدراسة للتعرف على واقع التوجه الاستراتيجي الاستباقي بوزارة الشباب والرياضة على عينة استطلاعية قوامها (٣٠) فرد وعينة أساسية قوامها (١٢٠) فرد من الإدارات المركزية بوزارة

الشباب والرياضة، واستخدمت الباحثة المنهج الوصفي التحليلي، ومن أدوات جمع البيانات الاستبيان من تصميم الباحثة، ومن أهم النتائج تحقق التوجه الإستراتيجي الاستباقي بوزارة الشباب والرياضة بدرجة مرتفعة بوزن نسبي قدرة (٨٦.٩٥%)، ومن أهم التوصيات تعميق الوعي بضرورة تفعيل الاستراتيجية الاستباقية في تحديد التوجهات الاستراتيجية للوزارة، وذلك من خلال البحث عن خطط وأساليب عمل جديدة تساهم في تحسين جودة الأداء، لكونها لم تتل الأهمية.

الكلمات الافتتاحية:

التوجه الاستراتيجي الاستباقي ، وزارة الشباب والرياضة

The reality of the proactive strategic direction at the Ministry of Youth and Sports

Introduction and research problem:

The sports institutions as a social and cultural interface for society through their embrace of different categories, including the practice of many sports fields and this calls for taking strategic directions that reflect their future aspirations in the development of their employees from administrators, coaches and talented players, the strategic direction is the basic structure for the success of the work of these organizations, which makes them realize what their goals are and the extent of their strategic vision that they practice within the organization, so the strategic direction is a benefit because it focuses first on the organization and continuously collects information on The needs of the target groups, the capabilities of competitors and the development of employees within the organization. (13)

The strategic direction is the cornerstone of the success of any organization, as it is the path that guides organizations in their journey to their desired future, through their directions, organizations set their strategic goals. As the strategic direction makes the senior management in the organization fully aware of what its goals are, what are the areas of its external activities, and who are the beneficiaries of the services it provides, it is useful to identify its structure, structure, internal environment, policies it follows, the

philosophical frameworks that govern its decision-making methods, its human and material needs, and the comprehensive requirements for development.

(12 : 123)

The strategic direction is a concept that has a great impact on the performance of organizations because it affects the how, perception and work of management, and the orientation is valuable because it focuses first on the organization and continuously collects information on the needs of target groups and the capabilities of competitors and represents the strategic direction of the first basic task for the organization in order to pursue developments and changes that occur in the business environment and the necessity of adaptation planning Reality reveals the need for a vision that corresponds to creative and innovative thinking in drawing strategic direction, which is an essential pivotal tool to coordinate the efforts of all administrative levels of organizations.

(5 : 48)

The proactive strategic orientation is one of the modern administrative concepts that are concerned with determining the basic future of the organization, and the broad goals that it seeks to achieve, as it expresses a realistic understanding of what is going on in the internal environment of the organization, and trying to identify its strengths and weaknesses, and understanding the external environment of the organization and trying to identify the opportunities and risks involved, which enables foreseeing the future, and preparing for it, by formulating a set of strategic alternatives that lead the organization to achieve its goals, and providing better conditions and conditions that contribute to facilitating Achieve these goals. (1 : 85)

The proactive strategic direction reflects the effective behavior of the organization, as it represents the basic component of innovation, renewal and initiatives adopted by the organization, and the organization uses it to be a market leader, which is an outward-oriented strategy, as it seeks to create a competitive advantage by leading new products in the market and developing innovative technologies and processes, as it constantly monitors the external environment, with the aim of responding quickly to the early signs of any opportunity and exploiting it; being a leader in new products in the market as it has a wide and flexible scope. For its products in the market, because it constantly adjusts it to take advantage of evolving opportunities, and therefore has a wide technological base. (10 : 157)

The proactive strategic orientation is also one of the important variables in the business world, it is related to the way the organization chooses to survive and compete within the business environment, and thus the strategic direction starts from the results of strategic thinking to determine its manifestations that guide the organization's management in determining its strategic goals, giving priority to the goals of organizational survival, social responsibility and growth within the framework of the long-term strategic vision. (1 : 85)

Attention to proactive strategic direction in organizations contributes to the development of organizational structures that clarify the lines of responsibility and authority, and contributes to the speed of the decision-making process and its implementation, removing duplication and conflict, if any, and reviewing and shortening administrative procedures in order to remove complexity and bureaucracy and provide more flexibility and independence for administrative leaders in making relevant decisions, taking advantage of available resources. (8 : 16)

Through the work of the researcher, an education specialist in the General Administration of Physical Education and Military, she noticed that the Ministry of Youth and Sports uses the strategic direction within the strategies of the administration, as it cares about its internal and external environment and work to develop it, and the proactive strategic direction is an important and essential factor in the success of the Ministry of Youth and Sports, as it can reach the top of its success and excellence through the availability of a special system for developing talents and attracting them and the ability to compete strongly, distinctive and unique. Achieves the objectives of the ministry and contributes to its continuous development and with interest in it becomes the Ministry of Youth and Sports more distinguished and the ability to compete continuously and through the above research is an attempt to identify the reality of the level of proactive strategic orientation of the Ministry of Youth and Sports.

Research Objective:

The research aims to identify the reality of the proactive strategic direction of the Ministry of Youth and Sports.

Research Question:

What is the reality of the proactive strategic direction of the Ministry of Youth and Sports?

Search terms:

- **Strategic Orientation:** Ihsan Dahsh (2013) defines it as “the organization's future directions that define its strategies by focusing on innovation in the field of technology or focusing on leadership and form that helps it strengthen its competitive position and ensure its survival and continuity in work”. (5 : 24)
- **Proactive Strategic Orientation:** It is the trend that looks at new industries or new market opportunities in the sense that the organization uses it to be the first in the market. (2 : 13)
- **Ministry of Youth and Sports:** It is a civil work in the field of youth and sports welfare in the application of the provisions of this law, every group with a continuous organization consisting of several natural or legal persons that do not aim at material gain, and whose purpose is to achieve care for young people and provide appropriate conditions for the development of their talents by providing sports, national and social services. (4)

Research Procedure:**- Research Methodology:**

The researcher used the descriptive approach in the survey and analytical method, which is the most appropriate approach to the nature of this research and its variables and achieve its objectives.

- Research Community:

The research community consists of employees of the Ministry of Youth and Sports, where it is represented in sports specialists in the central departments of the sports sector (sports development programs - sports performance), the central departments of the youth sector (youth development - youth development) and the central departments of the permanent agent (information systems and digital transformation - human resources), where the application was made to the departments that approved the application, where

the application of the research procedures coincided during the transition of the Ministry of Youth and Sports to the administrative capital.

- Research sample:

The researcher selected the research sample in a deliberate way in a comprehensive inventory method from a complex, where the sample size was (150) sports specialist, and the size of the basic sample was (120) specialists, while the size of the exploratory sample was (30) specialists were selected from within the research community and from outside the basic sample of the research to conduct the exploratory study, and Table (1) shows the description of the basic sample and the survey of the research.

Table (1)
Quantitative characterization of the basic and exploratory research sample (n = 150)

M	Departments Sample	Central departments of the Permanent Undersecretary		Central departments of the youth sector		Central departments of the sports sector		Total
		Athletic Performance	Sports Development Programs	Juvenile Development	Youth Development	Information Systems and Digital Transformation	Human Resources	
١	Basic sample	٣٠	٢٥	١٠	١٠	٢٠	٢٥	١٢٠
٢	Survey Sample	٥	٦	٤	٥	٥	٥	٣٠
٣	Total	٣٥	٣١	١٤	١٥	٢٥	٣٠	١٥٠

- Data collection tools

First: Documents and records.

In collecting data, the researcher relied on related studies and specialized reference/s to build a questionnaire form for the proactive strategic direction at the Ministry of Youth and Sports as a means of collecting data and information in the research after ensuring its validity and stability.

Second: Personal interview.

The researcher conducted a personal interview with some of the officials of the research sample.

Third: Questionnaire.

To collect the data of the current study, the researcher used a questionnaire of her design entitled “The reality of the proactive strategic direction at the Ministry of Youth and Sports”.

- Exploratory study

For the safety of the procedures for building the proposed questionnaire form, the researcher applied the questionnaire to a sample of the research community and from outside the basic sample of (30) members of the research community in order to identify the appropriateness of the form for application to that sample through conducting scientific transactions for it.

- Scientific coefficients of the questionnaire

The researcher calculated the scientific coefficients of the questionnaire as follows:

First: Calculation of validity:

(a) Authenticity of the content by the arbitrators:

The researcher presented the questionnaire to a group of experts in the field of sports management consisting of (7) to calculate the sincerity of the content (content) by expressing an opinion on the appropriateness of the phrases of the questionnaire reality of the proactive strategic direction at the Ministry of Youth and Sports in order to express an opinion on the appropriateness and formulation of phrases and their adequacy and achievement of the goals set, and delete, add or modify what they deem appropriate, and in light of the opinions of experts, one phrase has been deleted to become the final image consisting of (8) phrases.

Table (2)
Percentage of expert opinions towards the initial picture of the axes and phrases of the two questionnaires (n = 7)

Questionnaire	Phrases									
	Ferry number	١	٢	٣	٤	٥	٦	٧	٨	٩
Proactive Strategic Orientation	Iteration	٧	٦	٧	٧	٦	٦	٧	٧	٤
	Percentage %	١٠٠	٨٥.٧	١٠٠	١٠٠	٨٥.٧	٨٥.٧	١٠٠	١٠٠	٥٧.١

(b) internal consistency

To calculate the validity of the internal consistency of the questionnaire, the researcher applied it to a sample of (30) members of the research community and from outside the basic sample, where the correlation coefficients were calculated between the degree of each statement and the total degree of the axis to which it belongs, as well as the correlation coefficients between the degree of each axis and the total degree of the questionnaire, and Table (3) shows the result respectively.

Table (3)
Correlation coefficient between the score of each statement and the total score of a questionnaire The reality of proactive strategic direction (n = 30)

The reality of the quality of information associated with the use of interactive media	
M	Correlation coefficient
١	*.٥٣٩
٢	*.٦١١
٣	*.٧٦٨
٤	*.٧٤٢
٥	*.٦٨٦
٦	*.٧٢٩
٧	*.٣٨٧
٨	*.٤٠٩
Total Grade	*.٨٣٦

* Tabular “t” value at (0.05) = 0.308

It is clear from Table (3) the following:

The correlation coefficients ranged between the score of each statement and the total score of the questionnaire (0.387: 0.768), which are statistically significant correlation coefficients at the level of significance (0.05), thus the number of questionnaire phrases becomes (8) phrases. The above is prone to indicate that the statements of the questionnaire reality of the proactive strategic direction of the Ministry of Youth and Sports are characterized by an acceptable degree of honesty.

Second: Calculation of stability:

To calculate the stability of the questionnaire and the reality of the proactive strategic orientation, the researcher used the Cronbach alpha coefficient and applied it to a sample of (30) members of the research

community and from outside the basic sample, and the following table illustrates this.

Table (4)
Values of Cronbach's alpha coefficient for the reality of proactive strategic direction questionnaire (n = 30)

Axis	Alpha coefficient value
The reality of proactive strategic direction	.840

Tabular t value at (0.05) = 0.308

Table (4) shows the following:

The alpha coefficient of the proactive strategic direction reality axis (0.840), which is statistically significant, which indicates that the questionnaire has a high stability coefficient.

The researcher has written the questionnaire in its final form after calculating the scientific transactions in preparation for the application of the questionnaire to the basic sample.

- Basic study:

The researcher applied the proactive strategic direction questionnaire form under research on the basic sample of (120) specialists from the Ministry of Youth and Sports from 10/2/2023 AD to 10/5/2023 AD in preparation for statistical treatment using the SPSS program. The researcher has adopted a triple estimate balance according to the opinions of experts, which is (agree) and gets 3 degrees, (to some extent) and gets 2 degrees, (disagree) and gets 1 degree for phrases and thus the questionnaire becomes valid for application.

- Statistical methods :

After collecting and tabulating the data, it was processed statistically, and to calculate the results of the research, the researcher used the following statistical methods:

- Percentages and frequencies.

- Correlation coefficient.
- Cronbach alpha coefficient.
- Estimated grade.
- Relative weight.

Presentation and discussion of results:

The researcher adopted the relative weight of the responses of the research sample 75% or more to accept the statements that indicate or give an indicator to achieve the proactive strategic direction at the Ministry of Youth and Sports with a high degree, and from (60: 75%) an indicator to achieve each of them to a medium degree, and less than (60%) an indicator to achieve each of them to a small degree.

Table (5)

Frequencies, estimated score, relative weight and ranking of the research sample responses on a questionnaire (Proactive strategic direction at the Ministry of Youth and Sports) (n=120)

M	Phrases	Agree		to some extent		Disagree		Rated score	Relative weight	Order
		f	%	F	%	F	%			

As a sports specialist or youth specialist at the Ministry of Youth and Sports, I see that it does:

١	Keeping pace with and using modern technology and techniques as soon as they appear.	٦٤	٥٣.٣	٤٠	٣٣.٣	١٦	١٣.٣	٢٨٨	٨٠	٧
٢	Develop business processes to achieve excellence.	٨٥	٧٠.٨	٢٨	٢٣.٣	٧	٥.٨	٣١٨	٨٨.٣	٤
٣	Bear a high level of costs to search for new plans and methods that contribute to improving the quality of performance and learning continuously.	٦٣	٥٢.٥	٣٥	٢٩.٢	٢٢	١٨.٣	٢٨١	٧٨.٠٥	٨
٤	Holding many scientific seminars with its affiliated institutions in preparation for the environmental developments that it may face.	٨١	٦٧.٥	٣٣	٢٧.٥	٦	٥	٣١٥	٨٧.٥	٥

o	Strive to create a competitive advantage by constantly monitoring the external environment.	٦٥	٥٤.٢	٤٢	٣٥	١٣	١٠.٨	٢٩٢	٨١.١١	٦
٦	Exploiting and investing in available opportunities for excellence, uniqueness and innovation.	٩٣	٧٧.٥	٢٤	٢٠.٠	٣	٢.٥	٣٣٠	٩١.٦	٢
٧	Develop appropriate strategic alternatives in the Ministry's business administration.	٩٤	٧٨.٣	٢٣	١٩.٢	٣	٢.٥	٣٣١	٩١.٩	١
٨	Adopt thoughtful views when making strategic decisions in the ministry.	٩٠	٧٥.٠	٢٤	٢٠.٠	٦	٥٣١٦	٣٢٤	٩٠.٠	٣
Overall degree of the axis								٢٤٧٩	٨٦.٩٥	

Table (5) shows the following:

- The responses of the sample varied on the statements of the questionnaire (the proactive strategic direction at the Ministry of Youth and Sports), where the relative weight of the responses ranged between (78.05%) for statement (3) to (91.9%) for statement.(٧)
- As for the relative weight of the responses of the research sample on the questionnaire phrases as a whole (86.95%), which indicates the achievement of the proactive strategic direction at the Ministry of Youth and Sports to a high degree.
- The researcher believes that the phrase (7) on the first rank with a relative weight (91.9%), which provides for “the development of appropriate strategic alternatives in the management of business in the ministry” and the researcher returns this to the assessment of potential risks and inclusion in the strategic plans developed. Develop mechanisms for dealing with potential risks before they occur.
- The researcher believes that the phrase (6) on the second rank with a relative weight (91.6%), which provides for “exploiting the available opportunities and investing them for excellence, uniqueness and innovation” and the researcher attributes this to the renewal and initiatives adopted by the ministry, and used by the ministry to be a leader in the market, a strategy directed towards the outside. It adopts

innovative ideas submitted by employees in order to develop and develop talents. Monitoring the trends of the authorities and revealing the future needs of their employees.

- The researcher believes that the phrase (8) on the third rank with a relative weight (90.0%), which states “adopt thoughtful views when making strategic decisions in the ministry” and the researcher attributes this to the formation of internal special committees to formulate the strategic plan. Make adjustments to their organizational structures when faced with negative situations such as crises.
- The researcher believes that the phrase (2) ranked fourth with a relative weight (88.3%), which provides for “the development of work procedures to achieve excellence” and the researcher attributed this to maintaining a high degree of flexibility in its work, in order to respond to the needs of young people and associated institutions very effectively. Providing an organizational environment that encourages opportunities for creativity and innovation in the Ministry. Improving the quality and quality of services it provides through surveys and analysis of the surrounding environment instead of rapid and unstudied growth.
- The researcher believes that the phrase (4) ranked fifth with a relative weight (87.5%), which states “holding many scientific seminars with its affiliated institutions in preparation for the environmental developments that may face” and the researcher returns this to the introduction of new ideas such as attracting, attracting, selecting, training and developing talented people. It adopts innovative ideas submitted by employees in order to develop and develop talents. Develop labor policies when faced with problems related to their main activities. And face the changes that occur in the environment and adapt to them and apply performance indicators such as evaluation to judge the performance of the various departments of the ministry. Providing high-quality services to achieve the satisfaction of the beneficiaries.
- The researcher believes that the statement (5) ranked sixth with a relative weight (81.11%), which states “seeking to create a competitive advantage by constantly monitoring the external environment” and the

researcher attributes this to improving the level of its outputs in line with the labor market after conducting surveys and analysis. A comprehensive survey of the needs of young people and associated institutions is continuously conducted. The ministry analyzes external threats that may hinder its work.

- The researcher believes that the phrase (1) ranked seventh with a relative weight (80.0%), which states “keeping pace with and using technology and modern techniques as soon as they appear” and the researcher returns this to the provision of creative technological services to keep pace with the changes of the times and improve the efficiency of existing talent management processes and maintain their position.
- The researcher believes that the phrase (3) on the eighth rank with a relative weight (78.05%), which provides for “bear a high level of costs to search for new plans and methods that contribute to improving the quality of performance and learning continuously” and the researcher attributes this to the development of services provided to beneficiaries in different sectors of the ministry and the adoption of new academies to train the ministry's employees. And follow scientific methods to attract, attract, select and train workers to foresee the future .

This is consistent with the study of both Slater, Stanley (2006)(12) that proactive strategic orientation is the cornerstone of the success of any organization, as it is the path that guides organizations in their journey to their desired future, through their orientations organizations set their strategic goals. As the strategic direction makes the senior management in the organization fully aware of what its goals are, what are the areas of its external activities, and who are the beneficiaries of the services it provides, it is useful to identify its structure, structure, internal environment, policies it follows, the philosophical frameworks that govern its decision-making methods, its human and material needs, and the comprehensive requirements for development.

It also agrees with the study of Khaldia Mustafa et al. (2019)(6), which aimed to determine the proactive strategic direction in the Ministry of Higher Education, and the most important results showed a positive correlation and a moral impact between organizational culture and proactive strategic orientation.

It also agrees with the study of Sobhi Ahmed Diab (2020)(9), Mirna Abu Najm (2018)(7), Criveanu Carstina (2018)(11), Ali Al-Dhalain (2017)(3), and Ihsan Dahsh (2013)(5), on the existence of an impact of the dimensions of proactive strategic direction on the strategic performance of organizations and that the dimensions of strategic direction explain the amount of (75%) of the variation in the strategic performance of organizations.

The researcher concludes that there is an interest of the Ministry of Youth and Sports to determine the basic future of the ministry and the broad goals that it seeks to achieve as it expresses a realistic understanding of what is going on in the internal environment of the ministry and try to identify the strengths and weaknesses in it and understand the external environment and try to identify the opportunities and risks involved, which enables the ministry to plan for the future and prepare for it with a set of strategic alternatives that lead the ministry to achieve its goals and provide better conditions that contribute to facilitating the achievement of these goals.

Thus, the research question is answered, which states: What is the reality of the proactive strategic orientation of the Ministry of Youth and Sports?

Conclusions:

- In light of the objective of the research, its questions and results, the researcher reached the following conclusions:
- **Achieving the level of proactive strategic orientation in the Ministry of Youth and Sports to a high degree, which is represented in:**
 - 1- The Ministry sought to adapt to evolving environmental variables and adhere to standards that help create an atmosphere that encourages analysis, creativity and innovation.
 - 2- Determining its strategic directions, as it represents the basis for innovation, renewal and initiatives adopted by the Ministry.
 - 3- It seeks to create a competitive advantage by leading new products in the market and developing innovative technologies and processes by constantly monitoring the external environment.

Recommendations:

- 1- Encouraging the Ministry of Youth and Sports to pay attention to the strategic directions that are the ground work of the success and sustainability of its survival and development.

- 2- Directing the attention of the central departments in the Ministry of Youth and Entrepreneurship to the need to consolidate the concept of strategic direction, especially proactive orientation, due to the great importance in defining strategies in the ministry.
- 3- Raising awareness of the need to activate the proactive strategy in determining the strategic directions of the Ministry, through the search for new plans and methods of work that contribute to improving the quality of performance, as they have not gained importance.

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