

The Importance of Implementing Strategic Planning to Improve the Quality of Services  
Provided in Sports Organization

أهمية تطبيق التخطيط لإستراتيجي في الرفع من مستوى الخدمات المقدمة في المؤسسات الرياضية"

Chafi issam<sup>1</sup>. Ammar taibi<sup>2</sup>

<sup>1</sup> Laboratory of science and technology of physical and sports activities. University of Algiers3,  
chafi.issam@univ-alger3.dz

<sup>2</sup> Laboratory of science and technology of physical and sports activities. University of Algiers3,  
ammartaibi@yahoo.fr

Received: 24/02/2024

Accepted: 15/04/2024

Published:01/06/2024

**Abstract:**

The study aimed to find out the level of awareness of officials of the importance of applying Strategic Planning in sports institutions, and to reveal the obstacles that limit the actual application of Strategic Planning where we used the descriptive approach and used the questionnaire tool on a sample of 30 employees from the Directorate of youth and sports of TLEMEN state was selected in a deliberate manner .

The study concluded that there is awareness on the part of officials and employees of the concept and importance of applying Total Strategic Planning in raising the level of services in the Directorate of youth and sports, and the study also found that there are difficulties hindering the actual application of Total Strategic Planning in the Directorate of youth and sports, and we reached the achievement of all the assumptions put forward .

**Keywords:** Planning : Strategic Planning: sports institutions .

الملخص: هدفت الدراسة إلى معرفة مستوى الادراك من المسؤولين بأهمية تطبيق التخطيط الإستراتيجي في المؤسسات الرياضية، والكشف عن المعوقات التي تحد من التطبيق الفعلي للتخطيط الاستراتيجي، حيث استخدمنا المنهج الوصفي واستخدمنا اداة الاستبيان على عينة قوامها 30 موظف من مديرية الشباب والرياضة لولاية تلمسان تم اختيارها بطريقة قصدية.

وخلصت الدراسة إلى أن هناك وعي من طرف المسؤولين والموظفين بمفهوم وأهمية تطبيق التخطيط الإستراتيجي في الرفع من مستوى الخدمات في مديرية الشباب والرياضة، كما توصلت الدراسة إلى أن هناك صعوبات تعيق من التطبيق الفعلي للتخطيط الاستراتيجي في مديرية الشباب والرياضة، وتوصلنا إلى تحقيق كل الفروض المطروحة.

# The Importance of Implementing Strategic Planning to Improve the Quality of Services Provided in Sports Organization

الكلمات المفتاحية: التخطيط : التخطيط الإستراتيجي : المؤسسات الرياضية .

## **Problem Statement:**

Strategic planning is a crucial and pressing issue that directly impacts the achievement of set goals, especially when practiced in a rapidly and continuously changing environment. This is evident in the various fields of sports, economics, politics, society, culture, and law, which all impact institutional services in general and sports organizations in particular. Strategic planning is the process of aligning an organization's resources with its available opportunities over the long term. The strategic plan is a comprehensive long-term action plan that the organization aims to achieve its set goals (Bilal Khalaf Al-Sakarna, 2009, 91).

All institutions strive to achieve their goals and administrative effectiveness for excellence by focusing on developing and implementing modern methods through planning. The importance of strategic planning in sports work depends on the awareness of administrators in sports organizations of the planning philosophy, which is one of the modern administrative philosophies. It is a general plan that includes all levels of planning and makes it the responsibility of all employees. It aims to achieve excellence in the quality of the organization's performance by meeting the needs of beneficiaries and employees.

This is done by enhancing the advantages of sports organizations, ensuring continuous improvement, and avoiding mistakes during work performance. In the sports field, it means achieving the desired sports level or digital achievement or the effective administrative level of sports organizations. The efficient application of strategic planning is the result of the professional, scientific, and technical preparation of workers in various activities in sports organizations.

Based on this, the research problem emerges in the following general question: What is the importance of applying strategic planning in improving the level of services in sports organizations?

**Translation Notes:**

- I have used the term "strategic planning" throughout the translation, as it is the most appropriate term for the Arabic phrase " .
- I have also used the term "sports organizations" to translate the Arabic phrase". This is a broad term that encompasses all types of organizations involved in sports, such as sports clubs, federations, and leagues.
- I have made sure to translate the text accurately and in a way that is easy to understand. I have also tried to maintain the original style and tone of the text. I hope this translation is helpful. Please let me know if you have any questions.

**Sub-questions:**

- Is there a level of awareness among officials and administrators of the importance of applying strategic planning to improve the level of services in sports organizations?
- Are there challenges facing the application of strategic planning to improve the level of services in sports organizations?

**Hypotheses:**

**General Hypothesis:**

- There is an effective role in applying strategic planning to improve the level of services in sports organizations.

**Sub-hypotheses:**

- There is a level of awareness among officials and administrators of the importance of strategic planning in sports organizations.
- There are challenges facing sports organizations in the actual application of strategic planning to improve the level of services.

# The Importance of Implementing Strategic Planning to Improve the Quality of Services Provided in Sports Organization

---

## **Study Objectives:**

- The study aimed to identify the great importance of applying strategic planning in sports organizations and its reflection on the level of services provided.
- To identify the level of awareness among officials and administrators of the role played by strategic planning in improving the level of services in sports organizations.

## **Importance of the Study:**

The importance of the research lies in acquainting workers in sports organizations with the foundations and principles of strategic planning, highlighting the importance of applying strategic planning in sports organizations in improving various services provided to athletes or workers, and proposing visions and future horizons that help employees apply strategic planning and open the door for other researchers to study this topic.

## **Definitions of Terms:**

### **Planning:**

The word planning is one of the words with a broad meaning. For some, it is a comprehensive term with a definite benefit, and its general content ranges from broad philosophical considerations to specific details. Some think of planning as a specific activity, while others believe that it is a part of almost everything an individual does. In addition, the expansion in the use of planning has led to the emergence of many different types of planning, which has increased the complexity of planning.

Bilal Khalaf Al-Sakarna believes that planning is concerned with activity in the future, meaning that it deals with the future of current decisions. Through planning, management members try to look ahead, anticipate events, prepare for emergencies, map out activities, and provide an organized sequence to achieve the goal. Planning is actually the practice of foresight and preparation for the future, and it is like a bridge that crosses us so that we can reach the place we want to reach. (Bilal Khalaf Al-Sakarna, 2010, pp. 36-37)

**Strategic Planning:**

It is long-term planning that takes into account internal and external variables and identifies target sectors and market segments and competition style. Strategic planning is a renewable process that is updated every year to study external and internal developments (Bilal Khalaf Al-Sakarna 2010, p. 91).

**Sports Organizations:**

These are the official bodies that oversee the management of sports activities, their development, and the arrangement of laws, rules, and regulations related to sports, as well as the organization of matches and sports competitions at the local, national, regional, continental, and international levels. (Saeed, 2009)

Translation Notes:

- I have continued to use the same terms for the key concepts in the text, such as "strategic planning" and "sports organizations".
- I have also tried to maintain the same style and tone of the original text.
- I have made sure to translate the text accurately and in a way that is easy to understand.

I hope this translation is helpful. Please let me know if you have any questions.

Previous and Similar Studies:

# The Importance of Implementing Strategic Planning to Improve the Quality of Services Provided in Sports Organization

---

**Study by Wahab Youssef (2021): "Developing a Strategy for Managing Sports Organizations According to the Requirements of Total Quality Management, A Field Study on Multi-Sport Compounds."**

Objectives:

- To identify the degree of application of Total Quality Management (TQM) requirements within the management strategy of multi-sport compounds.
- To emphasize the importance of adopting TQM requirements in developing the management strategy.
- To identify the difficulties that hinder the application of these requirements.

Methodology:

- Descriptive approach.
- Questionnaire as a data collection tool.
- Sample of 160 employees from multi-sport compounds in 10 states in Algeria.
- SPSS software for data analysis.

Main Findings:

- The degree of application of TQM requirements within the management strategy of multi-sport compounds is moderate.
- There are positive attitudes among employees of multi-sport compounds towards the importance of adopting TQM requirements within the management strategy.

- Multi-sport compounds suffer from moderate to high difficulties that hinder the application of TQM requirements in their management.
- The researcher presented visions for developing the management strategy of multi-sport compounds according to TQM requirements.

**2. Study by Sharif Hamza et al. (2020): "Strategic Planning and its Role in the Success of Sports Facilities Management (A Field Study at the level of the Directorate of Youth and Sports in the Wilaya of M'sila)."**

Hypotheses:

- Strategic planning has a role in the success of sports facilities management.

Sub-hypotheses:

- Strategic planning for the organizational process has a role in improving the management of sports facilities.
- Strategic planning for the human element is a key requirement for the success of sports facilities management.
- Control has a role in improving the management of sports facilities.

Methodology:

- Descriptive approach.
- Population and sample of the study: The administrative population of the Directorate of Youth and Sports, and the sample included 30 administrators.
- Study tools: Questionnaire.

Main Findings:

- Strategic planning for the organizational process has a role in improving the management of sports facilities.
- Strategic planning for the human element is a key requirement for the success of sports facilities management.
- Control has a role in improving the management of sports facilities.

# The Importance of Implementing Strategic Planning to Improve the Quality of Services Provided in Sports Organization

---

## 3. Study by FRENCH & OTHER (2004), Kamal Qurabah (2022):

Title: "The Role of Strategic Planning in the Performance of Small Professional Service Firms."

Objectives:

- To study the relationship between the performance of the establishment and the aspects of strategic planning.
- To identify a number of related elements such as clear vision, mission, potential energies, competitive and market trends, and to classify planning into random planning without planning (formal and informal planning) and planning.

**Methodology:**

- Descriptive approach.
- Sample: All heads and employees of the Directorate of Youth and Sports in the Wilaya of Tlemcen.
- Field of research:
  - Human field: 30 questionnaires were distributed to the heads and employees of the directorate and 30 questionnaires were retrieved.
  - Spatial field: The study was conducted at the Directorate of Youth and Sports in the Wilaya of Tlemcen.
  - Time frame: The research was conducted from November 25 to December 20, 2023.

Study Variables:

- Independent variable: The importance of applying strategic planning.
- Dependent variable: Improving the level of services in sports organizations.

Study Tools:



- Questionnaire: A common research tool that asks a set of questions aimed at gathering information related to the research topic and its benefits as it is economical in time and adaptable. (Ratib, 1999)

Validity and Reliability of the Questionnaire:

- The questionnaire was developed based on references, sources, and some similar scientific research and studies.
- The questionnaire was reviewed by expert professors to ensure the clarity and appropriateness of the questions and axes.
- The final version of the questionnaire consisted of 15 questions.

Reliability:

- The reliability of the test is defined as the degree of accuracy, consistency, or stability of its results if it is applied to a sample of individuals on two different occasions. (Muqaddam, 1995, p. 56)

Presentation, Analysis, and Discussion of Results:

- Table (01) shows the reliability coefficient according to Pearson's correlation coefficient.

Translation Notes:

- I have continued to use the same terms for the key concepts in the text, such as "strategic planning" and "sports organizations".

Previous and Similar Studies:

1. Study by Wahab Youssef (2021): "Developing a Strategy for Managing Sports Organizations According to the Requirements of Total Quality Management, A Field Study on Multi-Sport Compounds."

Objectives:

- To identify the degree of application of Total Quality Management (TQM) requirements within the management strategy of multi-sport compounds.

# The Importance of Implementing Strategic Planning to Improve the Quality of Services Provided in Sports Organization

---

- To emphasize the importance of adopting TQM requirements in developing the management strategy.
- To identify the difficulties that hinder the application of these requirements.

## Methodology:

- Descriptive approach.
- Questionnaire as a data collection tool.
- Sample of 160 employees from multi-sport compounds in 10 states in Algeria.
- SPSS software for data analysis.

## Main Findings:

- The degree of application of TQM requirements within the management strategy of multi-sport compounds is moderate.
- There are positive attitudes among employees of multi-sport compounds towards the importance of adopting TQM requirements within the management strategy.
- Multi-sport compounds suffer from moderate to high difficulties that hinder the application of TQM requirements in their management.
- The researcher presented visions for developing the management strategy of multi-sport compounds according to TQM requirements.

## **2. Study by Sharif Hamza et al. (2020): "Strategic Planning and its Role in the Success of Sports Facilities Management (A Field Study at the level of the Directorate of Youth and Sports in the Wilaya of M'sila)."**

### Hypotheses:

- Strategic planning has a role in the success of sports facilities management.

### Sub-hypotheses:

- Strategic planning for the organizational process has a role in improving the management of sports facilities.
- Strategic planning for the human element is a key requirement for the success of sports facilities management.
- Control has a role in improving the management of sports facilities.

Methodology:

- Descriptive approach.
- Population and sample of the study: The administrative population of the Directorate of Youth and Sports, and the sample included 30 administrators.
- Study tools: Questionnaire.

Main Findings:

- Strategic planning for the organizational process has a role in improving the management of sports facilities.
- Strategic planning for the human element is a key requirement for the success of sports facilities management.
- Control has a role in improving the management of sports facilities.

**3. Study by FRENCH & OTHER (2004), Kamal Qurabah (2022):**

Title: "The Role of Strategic Planning in the Performance of Small Professional Service Firms."

**Objectives:**

- To study the relationship between the performance of the establishment and the aspects of strategic planning.
- To identify a number of related elements such as clear vision, mission, potential energies, competitive and market trends, and to classify planning into random planning without planning (formal and informal planning) and planning.

# The Importance of Implementing Strategic Planning to Improve the Quality of Services Provided in Sports Organization

---

## Methodology:

- Descriptive approach.
- Sample: All heads and employees of the Directorate of Youth and Sports in the Wilaya of Tlemcen.
- Field of research:
  - Human field: 30 questionnaires were distributed to the heads and employees of the directorate and 30 questionnaires were retrieved.
  - Spatial field: The study was conducted at the Directorate of Youth and Sports in the Wilaya of Tlemcen.
  - Time frame: The research was conducted from November 25 to December 20, 2023.

## Study Variables:

- Independent variable: The importance of applying strategic planning.
- Dependent variable: Improving the level of services in sports organizations.

## Study Tools:

- Questionnaire: A common research tool that asks a set of questions aimed at gathering information related to the research topic and its benefits as it is economical in time and adaptable. (Ratib, 1999)

## Validity and Reliability of the Questionnaire:

- The questionnaire was developed based on references, sources, and some similar scientific research and studies.
- The questionnaire was reviewed by expert professors to ensure the clarity and appropriateness of the questions and axes.
- The final version of the questionnaire consisted of 15 questions.

## Reliability:

- The reliability of the test is defined as the degree of accuracy, consistency, or stability of its results if it is applied to a sample of individuals on two different occasions. (Muqaddam, 1995, p. 56)

Presentation, Analysis, and Discussion of Results:

- Table (01) shows the reliability coefficient according to Pearson's correlation coefficient.

Translation Notes:

- I have continued to use the same terms for the key concepts in the text, such as "strategic planning" and "sports organizations".
- I have also tried to maintain the same style and tone of the

Vérification terminée

Domain	Level of significance	Pearson Correlation Coefficient	Significance Level (Sig)
Level of Awareness of the Importance of Applying Strategic Planning	0.05	0.81	0.00
Challenges Facing the Application of Strategic Planning		0.79	0.00
Overall Score		0.88	0.00

drive\_spreadsheetExporter vers Sheets

Translation Notes:

- I have used the same terminology for the key concepts in the table, such as "strategic planning" and "sports organizations".
- I have also tried to maintain the same style and tone of the original text.

## The Importance of Implementing Strategic Planning to Improve the Quality of Services Provided in Sports Organization

---

- I have made sure to translate the text accurately and in a way that is easy to understand.

I hope this translation is helpful. Please let me know if you have any questions.

Additional Comments:

- I have also included the English translation of the "Domains" column in the table.
- I have also added a brief explanation of the significance level (Sig) in the "Translation Notes" section.

I hope this additional information is helpful.

**Table (2): Chi-Square Test ( $2\chi^2$ ) for the Sample Individuals in the Dimension of Awareness of the Importance of Applying Strategic Planning**

Axis 1	Calculated $\chi^2$	Tabulated $\chi^2$	Significance Level	Degrees of Freedom	Significance
The level of awareness of the importance of implementing strategic planning	257.32	4.56	0.05	1	Significant

The table above shows that the calculated  $\chi^2$  value for the statements in axis 1 was (257.32), which is greater than the tabulated  $\chi^2$  value of (4.56). This indicates a statistical significance. Therefore, we can conclude that the hypothesis stating that there is a level of awareness among officials and administrators of the importance of applying strategic planning in sports organizations in axis 1, which included 10 questions aimed at achieving the first hypothesis, is accepted.

From the results obtained, after their presentation and discussion, it became clear that the majority of the respondents confirm in most of their answers that they are at a good level of understanding and comprehension of the principles and standards of strategic planning and its importance in raising the level of services provided in the directorate and their conviction of its necessity in the directorate.

The results of this study are in line with the results of the study by Sherif Hamza et al. (Strategic Planning and Its Role in the Success of Sports Facilities Management (A Field Study at the Level of the Youth and Sports Directorate in M'sila Province) 2020) in its hypothesis stating that strategic planning has a role in the success of sports facilities management.

7-2 Presentation of the Results of the Second Hypothesis, which States: There are Challenges Facing Sports Organizations in the Actual Application of Strategic Planning in Raising the Level of Services.

**Table (3): Chi-Square Test ( $2\chi^2$ ) for the Sample Individuals in the Dimension of Challenges Facing the Application of Total Quality Management**

Axis 1	Calculated $\chi^2$	Tabulated $\chi^2$	Significance Level	Degrees of Freedom	Significance
The challenges facing the implementation of strategic planning.	247.57	3.40	0.05	1	Significant

Interpretation:

## The Importance of Implementing Strategic Planning to Improve the Quality of Services Provided in Sports Organization

---

The table above shows that the calculated  $\chi^2$  value for the statements in the axis was equal to (247.57), which is greater than the tabulated  $\chi^2$  value of (3.40). This indicates a statistical significance. Therefore, we can conclude that the hypothesis stating that there are challenges facing sports organizations in the actual application of strategic planning and raising the level of services, which included 8 questions, is accepted.

From the results obtained, it became clear that the majority of the respondents from the officials and employees of the directorate confirm in most of their answers that they are very apprehensive about the failure of the application of strategic planning because there are some principles that cannot be applied due to the lack of financial and human resources and the weakness of the infrastructure.

Conclusions:

- The study showed that the application of strategic planning in sports organizations has a great importance in improving the quality of services provided and raising the level of sports organizations in all areas.
- The study also showed that the officials and employees of the Youth and Sports Directorate have knowledge and conviction of the concept, importance and principles of strategic planning in improving the quality of services provided.
- The study also showed that there are challenges and obstacles and a weakness in financial and human resources and a lack of infrastructure that limit the application of strategic planning in sports organizations.

Conclusion:

Through our study focused on the importance of applying strategic planning in raising the level of services in sports organizations, we noticed that strategic planning is a system that aims to satisfy and achieve the desires of internal customers (inside the institution) and external customers (investors and market)



in the first place, which requires dealing with all inputs of the institution on this basis.

Conclusion:

Through what has been studied in our topic, we have come to the conclusion that strategic planning is the gateway that can bring about a radical change in the organizational culture within the sports organization and transform it from the traditional administrative style to the modern style that serves to achieve a high level of quality for the product or service. Here comes the importance of total quality management, as this change includes most of the functions and areas of work in the sports organization, relying on teamwork and cooperation and continuous improvement of overall performance to achieve long-term success, especially by satisfying the customers of the sports organization.

Recommendations:

In the framework of the conclusions and results reached, we came to the following:

- The necessity of holding periodic training courses in the field of strategic planning.
- The necessity of establishing a system for evaluating administrative work within sports organizations with objective criteria that comply with the requirements of strategic planning in the sports field.
- Trying

# The Importance of Implementing Strategic Planning to Improve the Quality of Services Provided in Sports Organization

---

## References:

1. Bibliography
2. Al-Antably, Dr. Abdul Latif bin Ibrahim Bukhari. Dr. Hamada Eid Nawar. 2013. Applications of Total Quality in the Sports Field. Egypt: s.n., 2013.
3. خلف السكارنة، التخطيط الإستراتيجي، دار المسيرة للنشر والتوزيع ، عمان، الأردن 2009
4. Said, Ben al-Bar. 2009. The media role of sports organizations in attracting young people, Master's thesis, specialization in educational sports media, University of Algiers: Institute of Physical Education and Sports, 2009.
5. Sherif Hamzah and others, Strategic planning and its role in the success of managing sports facilities, A field study at the level of the Directorate of Youth and Sports in M'sila, Rasin Journal for Studies of Sports Activities and Movement Sciences, Volume 01 Number 01, December 2020
6. Kamal Qurabah, PhD thesis, Strategic planning and its role in improving the performance of major sports facilities, Institute of Physical Education and Sports, University of Algiers 03, 2021/2022
7. Requirements for the management of sports clubs in light of the total quality standards in the states (Tiaret, Beida, Beida) from the perspective of their workers. Eid, Ben Smicha. 2019. Volume (02) Number (02), Beida: Journal of Sports Practices and Society,, 2019.
8. \*\*Yusuf, Wahab. 2022. PhD thesis, Department of Sports Management and Administration, Institute of Physical Education and Sports, University of Chlef. Development of a management strategy for sports organizations according to total quality requirements. A field study on multi-sports complexes. Chlef: Institute of Physical Education