



STRATEGY GAP ANALYSIS IN THE STRATEGY OF HUMAN RESOURCES MANAGEMENT OF LEADERSHIP IN SPORTS AND YOUTH ESTABLISHMENTS IN THE MINISTRY OF YOUTH AND SPORTS

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Abstract

The importance of research is summarized in the importance of strategic planning in its normal sense of a feature. The gap is the area between the reality of the ministry now and its purpose or future vision, and for this before the analysis of the gap must determine its strategic future vision, and the goals of this research are to build and legalize the strategic gap scale of leaders in the management of sports and youth facilities in the Ministry of Youth and Sports as well as identifying the level of the strategic gap with Leaders in the Department of Sports and Youth Facilities in the Ministry of Youth and Sports and also to identify the dimensions of the strategic gap of the leaders in the management of sports and youth facilities in the Ministry of Youth and Sports, and the researchers used the descriptive approach in the survey style to suit the nature of the research, from the administrators working in the Ministry of Youth and Sports Department of the provinces and governorates and adults. Their number (1368) for the year (2021-2022), and The sample was chosen in the intentional way and the administrators working in the Ministry of Youth and Sports formed the Department of Territories Affairs and Governorates, who numbered (627) administrators, and the researchers concluded building a public relations questionnaire in administrators working in the Ministry of Youth and Sports Department. And solving problems within the ministry. As for the most important recommendations of the researcher, it is the call to develop the strategic gap in the Ministry of Youth and Sports to distribute tasks to implement employee activities in a positive way.

Key words: Strategy Gap ; Human Resources Management ; Leadership in Sports.



1 -1 Introduction

1-1 Introduction and Importance of Research:

It is possible to express a simplified in the strategic gap as the difference between the location that you wish for the ministry to be in the future and what it is in the present, so it seeks to close the gap or reduce it to the possible limit by adopting certain strategies that lead it to achieving the goals required to close the gap. Consequently, we should not look at the fact that the gap is a negative condition, but rather a positive condition, as it represents goals and aspirations that are aware of the ministry until some see that business organizations should always put a gap in its various activities to motivate the workers in it towards reaching it, provided that there is no exaggeration in The size of this gap is because it may negatively reflect on the capabilities and morale of its workers, that the distance between the ministry's position at the present time and the location that is seeking to reach, the elements of the present are many and each of these elements has a nature of its own, as well as the future elements of the future and have its nature as well, That is why there are many gaps at the scheme. In front of the plan, there is a difficult function that it is accomplished, which is the analysis of the gaps, so it must be identified on it and how to bridge the gap or the area between the reality of the ministry now or the future vision and the ability to understand the reality and foresee the future, and the Ministry of Youth and Sports as any organization that seeks to determine what you want to be the desired future With work to analyze the current situation and how it reaches the desired future by defining the strategic gap, the strategic gap is an art and science looking for gaps that are an obstacle to reaching progress and the ministry is full of gaps that are waiting to be filled, and strategic planning is the thought of means and tools, it is the thought based on The suitability of the means for the purposes, that is, to possess the world of tools, to overcome obstacles, to the time distribution of goals, and to convert other than it, to it in a suitable time period. (Bilal Khalaf: 2012).

1-2- Research problem:

Strategic planning is a united and integrated program of planning and consistent and coordinated through which the specifications of the organization's strategy are used and linked to the challenges surrounding it and success in formulating the strategy does not mean success in its application and the formulation of the strategy needs intellectual and analytical capabilities and analysis of the gap is an official study of works We are currently doing it, and the researcher is one of the



workers in the Ministry of Youth and Sports from here the research problem came as the ministry wants to go to the future. Its current reality, which is one of the fateful needs in the world today, and one of the deadly voids of our peoples and elites, and strategic planning in general is the ability to create the best future and therefore is the ability of the ministry to create a stable and better future and the gap is mostly in the awareness of leaders and the size of productive knowledge and the ability to understand reality and foresee the future And the strategy of filling the gaps that are waiting to be filled, thinking and minds is the way to that, And because thinking and minds are not an easy thing, it needs thinkers and strategists who do this task and that the gap analyzes in its essence.

1-2 Research objectives:

- 1- Building and legalizing the scale of the strategic gap in the strategy of human resources management of leaders in the management of sports and youth facilities in the Ministry of Youth and Sports.
- 2- Learn about the level of strategic gap in the strategy of human resources management of leaders in the management of sports and youth facilities in the Ministry of Youth and Sports.

1-4 Research Areas:

- 1- The human field: The administrators working in the Ministry of Youth and Sports are the Department of Territories Affairs and Governorates
- 2- The time field: the period from 2/1/2022 to 15/6/2022
- 3- Spatial field: The headquarters of administrators working in the Ministry of Youth and Sports

2- Research Methodology:

2-1 Research Approach:

The researchers used the descriptive approach in the survey style and the correlation of this, because it was compatible with the objectives of the research and the nature of the problem, "The main purpose of descriptive research is to describe the variable as it exists at the present time without the intervention of the researcher" (Adnan Awad: 2008).



2- 2 Society and Sample of Research

The sample is part of society that is chosen according to special rules for society to represent a correct representation (9-63). And that the goals that the researcher sets for his research and the procedures he uses will determine the nature of the sample that he will choose (Shaker Mubadar: 1990). Therefore, the research sample was chosen in the (intentional) method of administrators working in the Ministry of Youth and Sports, Department of Territories Affairs and Governorates for the year (2021-2022), who numbered (1368) administrators, as the total of those who underwent the experiment reached (627) administrators, and (701) administrators were removed. Because their answer is not complete and (38) in order to exploit the exploratory experience, and as a result the sample was divided into two parts: the first for the procedures for designing and building the scale and the second for the purpose of applying the scale and as follows:

First: The sample of the construction of the scale: It included a number of administrators working in the Ministry of Youth and Sports in Iraq, which number (342) administrators, with a percentage of (54.54 %) of the research community.
Second: The application sample: It included (285), with a percentage of (45.45%) of the research community.

2-3- Research Tools:

"The researcher needs different data to complete his research, and he must choose the appropriate tools for data collection, whether secondary or primary, knowing that there are many data collection tools that the researcher can choose what suits his research" (Fayez Jumaa: 2010).

The researchers used the following tools:

First: Note: By observing the researchers and their follow -up to the Ministry's work, they limited the current study problem.

Second: The interview: "It is a hadith that a person conducted in a dialogue style about an event or issue, with the aim of reaching a specific conviction" (Bilal Khalaf: 2012). The researchers conducted a set of personal interviews with a number of experts and specialists to collect information related to the current study.

Third: The questionnaire: The researchers prepared the questionnaire form on the subject of their research



2-3 -1 The Devices, Tools and Means used in the Research:

2-3-2 Data collection means:

- 1- Arab and foreign sources and references.
- 2- International Information Network (Internet).

2-3-3 Tools and devices used:-

- 1-HP mobile computer.
- 2-Sony Counter.

2-4 Field Research procedures:

It is "a set of basic steps that can be followed when building the test or scale and how to link the scale units to measure the total sides of the skill, characteristic, adjective or ability" (Muhammad Hassan and Nasr al -Din: 2002), and to achieve the goals of the study, the researchers made the following procedures and steps:

2-4-1 Determine the phenomenon to be studied:

The phenomenon to be studied should be determined and that its concept and limits are completely clear, and the phenomenon is an element of sports professionalism.

2-4-2 The purpose of building the scale:

Before building the research tool (scale), the purpose of building this tool is clearly specifically and what is the need for this tool, and that one of the goals of the study is to build a measure in sports professionalism for the purpose of upgrading the Iraqi football player in the Premier League in all league clubs.

2-4-3 Preparing the initial formula of the scale:

The researchers relied on building the initial formula of the scale on personal interviews with experts and specialists in this field to learn about their opinions and obtain the largest possible amount of information that helps the researchers to formulate the scale paragraphs, as well It includes the way the paragraphs are formulated, after which the researchers formulated the vertebrae of the scale, and the researchers tried to take into account the ease and clarity of their content and the lack of difference in individuals in their interpretation and shortness, and thus the number of paragraphs reached its initial form of the care scale (17) proposed paragraph.



2-4-3-1 Determine the method and foundations of paragraphs:

The researchers relied on the drafting of the paragraphs on the style of (Likert), as it is one of the common methods of measurement because this method is characterized by the following: (Khair al -Din and Issam: 1997).

- Ease of use.
- The high degree of stability of the scale and its sincerity.
- Reduces the degree of guessing and coincidence.

(Shaker Mubadar) indicates that the (Likert) style is one of the best methods in predicting behavior and phenomenon (Shakir mbder: 1990).

2-4-3-2 View the vertebrae of the scale to the arbitrators:

After the number of the scale in its initial form, the researchers did the following: First: The welfare scale consisting of (17) proposed paragraphs, to a group of experts and arbitrators of (20) arbitrators with experience and specialization in the field of mathematical and administrative sciences, in order to identify the validity of the paragraphs and the extent of their suitability to measure what was set for it as well Evaluating the paragraphs, modifying them and judging them in terms of formulation and accuracy in the content, as he asked each judge to express his observations about the statement of the validity of the paragraphs, their content, their safety, the main fields, and the association of each position in the field that follows it, as well as the realism of the situation and its representation of the characteristic that it measures, as well as express their opinion on the direction of the paragraph from As it is positive, with their observations and suggestions about the scale in general, and about the use of the five -a -scale balance to estimate the degrees of the sample members, as the process of answering the arbitrators by placing a mark ($\sqrt{\quad}$) to the left of the phrase to determine the validity of the paragraph or not.

Second: After the arbitrators expressed their opinions and observations on the paragraphs, the researchers analyzed the results of the questionnaire, using the percentage as a standard for accepting the vertebrae or excluding them, if the agreed paragraphs accepted (75%) and more of the arbitrators as valid and suitable for the scale and this is what Bloom refers to (Blum) indicates to him To "The researcher should obtain approval by (75%) and more than the opinions of the arbitrators" (Bloom Benjamin and others), and the researcher obtained the percentage of agreement in the connotation of (Kai square), as it showed that (75%) or more is acceptable when the paragraph obtained it with knowledge The



value of the (Kai Bishop) calculated at the level of significance (0.05) and the degree of freedom (1) is equal to (4.26), which is greater than its schedule and amounting (3.84), which indicates the morality of this percentage, which represents (15) experts out of (20) experts and why Any paragraph is excluded.

2-4-4 The vertebrae of the scale is correct:

The correction of the scale paragraphs is intended to obtain the total degree of the individual that is calculated by collecting the grades he gets on the estimate scale (from 1 to 5), and since the paragraphs were formulated in the negative direction, it was given weight to the vertebrae as in table (1).

Table (1) Weighing alternatives to the vertebrae of the measure of the availability of professionalism requirements

I am very agreed	I agree	I some agree	I don't agree	I don't very agree
1	2	3	4	5

3-4-5 Linguistic paragraphs:

Before the initial application of the exploratory sample, the scale was offered to a specialist in Arabic (M.D. Said Ibrahim Sahaoud) to express his linguistic and expressive observations on the paragraphs in order for the paragraphs to be sound and free of linguistic errors, and the researchers took the observations and amendments he made, and thus the scale is Free from linguistic errors

2--5 Exploratory Experience

After the scale became ready for the application, the researchers conducted the exploratory experience before the final application of the research in an appropriate time, through the application of the public relations scale and on a sample consisting of (38) leaders for the purpose of creating the reasons for success when applying the main test on the research sample for the purpose of ensuring that the sample understands the vertebra In order to avoid any errors or difficulties when applying during the main test of the research.

He asked the sample to observe each paragraph accurately and mark it with a mark (\checkmark) in the appropriate field, on 5/2/2022 AD, and this procedure was clarified:



- 1) The suitability of the scale paragraphs to the level of the research sample and its clarity.
- 2) There is no difficulty in answering the sample to the scale.
- 3) Training on the method of correcting the scale

2-6 The Main Experiment

The purpose of conducting this experiment is to apply the public relations scale in its final form with the aim of analyzing the statistically paragraphs and knowing the discriminatory force of the scale vertebrae and identifying the distinctive and unique paragraphs. For the sake of achieving this, the researchers followed the following steps:

2-6 -1 The Initial application of the scale

The scale on (players) in the Iraqi Premier League clubs, and for the period of time from 3/3/2022 to 12/4/2022, and after restoring all forms all of them all checked to ensure that the instructions are followed and to ensure that all the scale paragraphs have been answered and the number of forms treated reached Statistically, it is (248) form

2-6-2 Paragraph analysis statistically

The aim of analyzing the scale statistics is to improve the quality of the test by discovering the weakness of the paragraph and then working to reformulate or exclude it if not valid (on Ajwa: 2001) and there are many methods and the researchers have adopted the analysis of the paragraphs the method of extremist groups.

2-6-2-1 Extremist groups style

The discriminatory force of paragraphs was extracted in the topic of statistically analyzing the paragraphs, and in the light of them, the researcher got acquainted with the paragraphs capable of distinguishing between individuals with high degrees and who have low grades and no paragraph of the scale was deleted (Basim Nuzha and Tariq Hamid: 1987)

- 1- Calculating the total score of the scale of all the degrees obtained by the laboratory for each poverty
- 2- Arrange the degrees that the sample members obtained in descending



3- The grades were divided into two groups of grades, one of which represents the individuals who got the highest grades

The second represents the individuals who obtained the lowest grades and each group represented (27%) of the sample individuals, and thus the researchers have two high and minimum groups, each of which is (62) leaders and to calculate the force of discrimination of the paragraph. For paragraphs the following results appeared that there are (3) paragraphs excluded from the scale.

2-6-2-2 Internal consistency laboratories

The discriminatory force of paragraphs does not determine the extent of their homogeneity in measuring the phenomenon established to measure it, as there may be close paragraphs in their discriminatory strength, but it measures different behaviors.

This method shows us the extent of homogeneity of paragraphs, as there may be close paragraphs, but they measure different dimensions, so it uses the inner consistency coefficient to achieve this purpose and many studies are the evidence of their use of this method, as it is characterized by several advantages (Basim Nuzha: 1987)

1- It provides us with a homogeneous scale in its paragraphs so that each paragraph measures the same behavioral dimension that measures the scale

2- The discriminatory force of the paragraph is similar to the strength of the discriminatory scale

The ability to highlight the interconnection between the vertebrae of the scale, and the researchers have worked for the correlation plants (Person) between the degrees of the sample members over each poverty and their degrees on the scale as a whole by the statistical bag (SPSS).

3-5 indicators of sincerity and stability of the scale:

2-6-3 Sincerity of the scale:

The concept of honesty is one of the most important basic concepts in the field of tests and measurement. The sincerity of the test defines it is the extent to which the measurement tool is beneficial to a specific goal. (Marwan Abdul Majeed: 1999).

And for the sincerity of several types, the researchers have verified the sincerity of the scale through:



- The arbitrators are sincere: This honesty is calculated after its presentation to a number of specialists and experts in the field on which the test is taking place. This type of honesty was achieved when the researchers presented the scale to a group of experts to approve its validity and estimate the extent of measuring each paragraph for the components of each field, and thus the paragraphs that obtained the approval of the experts were accepted and the unfinished paragraphs were omitted.

2-6-4 Stability of the scale:

The stability of the scale or the test is the extent of accuracy, mastery and consistency in which the phenomenon measures "with a high degree of accuracy, mastery, consistency and objectivity in what is set for its measurement, and the calculation of stability is one of the characteristics of the good measure because it indicates the consistency of the scale paragraphs in measuring what is supposed to be measured (Ahmed Suleiman: 1993)

There are several methods through which the stability coefficient can be extracted (Alpha kro nbakh). This method was used due to the fact that it is used in any type of objective and irreversible questions, as stability is extracted in this way by applying the equation (Alfa kron bakh) to members of the building sample It is (248) players using the statistical bag (SPSS), as it turns out that the value of the stability coefficient is equal to (0,954).

2-6-5 The final application of the scale:

After completing all the design requirements and procedures, the scale is permanent The forms for the scale have calculated the final degree of the collection of the grades obtained by the respondent from the sample on the paragraphs on a scale, and they were statistically treated for the purpose of presenting the results in the fourth chapter ..

2-7 Statistical methods Statistics is "The Science that examines the collection, display, casual and analysis of data, and the use of results in prediction, report or investigation (Mohamed Hassan and Nasr Al-Din Radwan: 2002). For the availability of electronic programs, the researcher used the IBM SPSS 19 for statistical information and program Excel in an account

3 - Presenting, analyzing and discussing Results:

This research was designed, as mentioned in the first chapter, to achieve the objectives of the research. The first and second goal was achieved through the detailed review of the overall procedures carried out by the researcher in building and designing the scale of the availability of sports professionalism requirements according to the sponsorship, as shown in the third chapter of the research methodology and field procedures.

3-1 This research was designed, as mentioned in the first chapter, to achieve the goals of the research.

The first and second goal was achieved through the detailed review of the total procedures carried out by the researcher in building and designing the strategic gap scale in the strategy of human resources management of leaders in the management of sports and youth facilities in the Ministry of Youth and Sports, and as Explained in the third chapter on the research methodology and its field procedures.

Table (2) shows the theoretical medium, the mathematical medium, the standard deviation, the calculated (T) value and the For human resources strategy

The number of paragraphs	medium theoretical	medium arithmetic	Standard deviation	T value	calculated error sig
29	26	45.1520	10.25140	16.510	0.000

Table (2) shows that the number of paragraphs after (human resources strategy) (12) paragraphs, and in theoretical medium (36), while the arithmetic medium was the research sample (45.15) and with a standard deviation (10.251), as it was (the calculated) between the theoretical medium and the center The arithmetic for the research sample (16.51) and with an error rate (0,000), which indicates its moral at the level of significance (0.01), it was found that the theoretical medium is smaller than the calculated medium, i.e. the presence of differences and in favor of the mathematical medium, and the researcher attributes this to several factors and one of the most prominent of these factors is the application of the resource strategy Humanity as an approach to making decisions regarding



the intentions and plans of the institution in the form of policies and programs with the intention of providing resources and performance, learning and development, rewards and relationships between individuals, the status of human resources in the Ministry of Youth and Sports has known great changes and developments as it became seen as a strategic resource that gives it excellence and development And providing the best services, as the modern business environment has led to a review of human resources in the Ministry of Youth and Sports from the point of view to the standard of the strategic human money, and the human resource has become the most important element of the success and superiority of the Ministry's departments because of its skill And knowledge and experiences that qualify him to do the best business, and the strategic importance of human resources within the Ministry of Youth and Sports lies to improve and develop performance for employees whose role leads to achieving its goals and keeping pace with the developments taking place internally and externally, the human resources management aims according to modern management theory to form a stable and effective working force A group of individuals who are able and those who want to work and are characterized by a high degree of understanding and satisfaction among them. Human resource management strategies are one of the most important elements of the success of the ministry's strategies. It is not possible to find an organized strategy without guaranteeing the human resources strategy. Where the distinguished factor can be achieved and the goal required through the human component as leaders or lists in the Ministry's departments, in developing a strategy for human resources to the concept of long -term workforce planning, which is the main job of individuals 'management jobs in the past and human resources management at the present time, where This concept developed by relying on the development of administration theories in general, strategic management in particular, which emanates from it called the human resources strategy, and as a result of the presence of many internal and external influences that affect human resources management, this requires interest in this administration in light of competitiveness and globalization, not Only by achieving management strategies from attracting, training and developing employees within the ministry, but also the human resources hand from developing appropriate strategies for the work of the ministry, which requires them to develop a suitable strategy that achieves the goals and visions required at work and this is confirmed by(Kamel Al -Sayed) that the resource strategy is "a long plan The term is taken by the establishment as a rule to make decisions



from the reality of its current and future mission and is based on T. Steel of the products of the products and the markets that deal with, the uses of the resources available to them, the competitive differences it enjoys, and the impact of compatibility between its various administrative functions and its various business activities in order to achieve the cohesion of the facility internally and enables it to be freedom of movement and adaptation to what links it to its external environment and reaching its goals, goals and basic purposes Balanced (Ali Ajwa: 2001)

4- Conclusions and Recommendations:

4-1 CONCLUSIONS:

One of the conclusions reached by the researchers:

- 1- The construction of the strategic gap analysis scale was reached in the strategy of human resources management of leaders in the management of sports and youth facilities in the Ministry of Youth and Sports.
- 2- The strategy of human resources management has a major role in the process of strategic planning and problem solving in the Ministry of Youth
- 3- The Ministry must pay attention and develop human resources to reach the required level in strategic planning and secure good revenues that help the ministry to continue in competitions and achieve the desired goals.
- 4- There is an actual need for the process of human resources management strategy to increase financial resources to cover its activities, implement its tasks, achieve its goals, and contribute to raising the economic level.

4-2 Recommendations:

From the conclusions reached by the researchers, the following:

1. Calling for and developing the process of human resources management strategy to help it financially to implement its various activities
2. Create a specialized department with a process of human resources management strategy in the Ministry of Youth and Sports for the purpose of supervision and follow -up on this process.
3. The Ministry of Youth and Sports work to provide support and work to advance the strategy of human resources management to work by all advanced and modern means to keep pace with Arab and international changes



5- Given the lack of special studies in this field and its modernity in, the researchers recommend that other studies related to sports federations and sports clubs.

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