

Analytical study of strategic vision level For administrative development in Dhi Qar Youth Forum

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Analytical study of strategic vision level For administrative development in Dhi Qar Youth Forum

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Abstract

The current study aims to build and apply the scale of the strategic vision for administrative development, and to identify the level of strategic vision for administrative development in Dhi Qar Governorate, and the research problem lies in measuring the strategic vision for administrative development for the employees of the forums of the Directorate of Youth and Sports, and the researcher used the descriptive approach with a survey method because it is the most appropriate for the nature of the problem and achieve the objectives of the research. Therefore, the research sample was selected in a deliberate way, which consisted of (150) administrators and supervisors working in the youth and sports forums of the directorates of youth and sports of the governorate of Dhi Qar, as the research included (17) is a forum within the research community. The research sample was distributed for what requires the construction and design of the scale and its application to the initial application sample, the construction sample and the application sample. The results show that the application sample occurred at the level of (very good) and (good) and the researcher attributes this to the great attention paid by the ministry and the directorates of youth and sports to the need for a clear, documented and known organizational structure for all individuals working in youth and sports forums.

Keywords: Strategic Vision, Administrative Development, Directorate of Youth and Sports.

Introduction

Administrative development is an important and necessary tool for reforming and developing administrative bodies to enhance their efficiency. It represents the practical foundation upon which development management projects, plans, and objectives are based. Given the importance of administrative development, we will attempt to highlight its fundamental aspects as presented by both classical and modern administrative thought, with a critical perspective that examines the strengths and weaknesses of their respective propositions. (Mahmoud et al., 2025)

Talking about the relationship between growth and development and the importance of adopting the concept of comprehensive, integrated and balanced development can be achieved by understanding the importance of adopting the basic visions for building and developing departments so that we achieve through which development management is sound and balanced, and many studies confirm that we suffer in our government institutions a fundamental defect represented in our lack of interest in the development of management and the development of its methods and building on them in accordance with modern directives that are concerned with developing work methods, simplifying procedures, paying attention to competencies that work to develop and develop

management and work on Building young leaders that achieve the sound concept of development.(Nuriddinov, 2023)

Interest in the development of management will lead us to achieve development and its proper management by knowing its concept, requirements, tools and method of achieving it with various partners, whether in governmental, private, civil or charitable agencies.(Bai & Bai, 2026)

The existence of a clear strategic vision is the cornerstone in building and achieving an effective strategy, 6 the administrator cannot exercise his leadership role and make strategic decisions in the absence of the concept of the future direction of the activity and determine the features of the organization's strategy, all of which contributes to achieving real administrative value.(Umamaheswari, 2024)

Hence the importance of research that a strategic vision helps in thinking about the future and the way in which the sports institution will compete in that future and the development of ideas and concepts that have not been clearly thought out and reflection on the future provides an opportunity for the sports institution to adopt a clear activity as it helps decision-makers in the sports institution to develop an understanding of the challenges faced by the sports institution and the strategic considerations that the organization must follow and set goals realistically.

The researcher hopes through this study to reach results that have positive implications on the sides, and will be a new link in the series of studies that preceded it and enhance the results of what others started.

Through the reality experienced by educational institutions, the researcher noted the lack of development programs and development of the administrative staff and thus its negative impact on the achievement achieved despite the availability of material and human capabilities and infrastructure of open playgrounds and closed halls and the lack of standards that help identify and distinguish the levels of the strategic vision for administrative development for the purpose of standing on the correct assessment of their levels in various respects, including the administrative development aspect, which represents an important and vital aspect that provides the institution with access to the level of The institution towards achieving the future vision, so the failure to disclose the level of strategic planning for administrative development represents one of the shortcomings that affect the possibility of developing the level of these institutions, which is reflected in their capabilities in upgrading the level of human resources and the problem of research lies in measuring the strategic vision for administrative development From here the researcher decided to knock on the door of scientific research and seek to follow a scientific approach through the study of the strategic vision for administrative development in choosing this research problem because of its importance Great knowledge and application of the strategic vision for administrative development.

Research objectives:

- 1- Building and applying the scale of the strategic vision for administrative development.
- 2- Identify the level of strategic vision for administrative development.

The concept of strategic planning for management development

Planning is one of the basic functions of modern management, for its importance in achieving development, it is the basis and the main requirement for administrative development, and the first to address the idea of planning is the Norwegian Christian (Kristian) in his studies and research presented in 1910, since planning is an intellectual work for the future and means drawing steps for future work and following up its implementation and improvement when needed to make its results as positive as

possible, so Planning is not only about charting the way forward but also about the right steps to reach positive results, and this is the primary goal of the planning process.(Amigó & Rosso, 2023)

The applications of countries in finding administrative development plans vary due to their different objectives and capabilities. Countries differ culturally and in the challenges they face as well as the possibilities available to them, but despite that, they do not differ much in following a certain mechanism.(Nikander et al., 2022)

Therefore, the prevailing conditions in the country must be studied and analyzed and the general objectives and basic principles of the administrative development plan must be determined, and then the planner will study the effects of previous plans and what it was carried of objectives in order to set alternative goals that serve the process of administrative development, and for the purpose of implementing the plans that have been developed, the necessary resources must be provided for the success of the plans developed, and then the plans are prepared in their final form to be presented to the responsible authorities in order to urge their ratification and approval, and then the plan is applied in the specified time and once the implementation process began, it was accompanied by the follow-up process to know the progress of the implementation of the plan and evaluate its warp.(Ahmed et al., 2022)

Administrative development is an essential part of development plans and an effective axis and a major dimension in the comprehensive development strategy of a country, the administrative development strategy that must be adopted, and is only a partial strategy of a more general and comprehensive strategy is the comprehensive or macro development strategy in all its dimensions (economic, cultural, social, administrative and scientific) where it constitutes for its multiple diverse dimensions these integrated whole overlap its elements and interconnected axes and intertwined components in mutual relations until the formation of this whole harmonious integrated.(Mahmoud et al., 2025)

In the light of the above opinions and concepts, the researcher believes that the process of administrative development is a process of change and continuous development, so you need pre-prepared plans that define the goals and draw the future of the organization in light of its human and technical capabilities and the nature of its administrative systems in order to achieve success factors.

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Research Methodology

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The researcher used the descriptive approach with a survey method because it is the most appropriate for the nature of the problem and the achievement of the research objectives..

Therefore, the research sample was selected in a deliberate way, which consisted of (150) administrators and supervisors working in the youth and sports forums of the directorates of youth and sports of the governorate of Dhi Qar, as the research included (17) forums within the research community.

The research sample was distributed to what requires the construction and design of the scale and its application to the initial application sample, the construction sample and the application sample.

Indicators of the validity and reliability of the scale

Honesty is an important concept in the field of measurement and is considered evidence indicating whether the test measures the issue to be measured, and the test is honest if it succeeds in measuring the extent to which the goals for which it was set are defined (Laila El-Sayed Farhat) as "the degree to which the test or measure measures the thing to be measured". The honesty has several types and the researcher has deliberately verified the sincerity of the scale through:

I. Honesty of the arbitrators

This honesty is calculated after presenting it to a number of specialists and experts in the field in which the test is being conducted, if experts acknowledge that this test measures the behavior that was developed to measure it, and thus the researcher can rely on the judgment of experts, and this type of honesty has been achieved when the researcher presented the scale and its paragraphs to a group of experts to endorse its validity and estimate the extent to which each paragraph measures the components of each field, and thus the paragraphs that obtained the approval of experts were accepted and the non-truthful paragraphs were deleted.

Second: Construction Honesty

Construction honesty is one of the most suitable types of honesty for building scales because it relies on empirical verification of the extent to which the scores of the paragraphs match the property or concept to be measured.

The researcher has verified the sincerity of the construction in the scale of his current research through the following indicators:

1- The style of extremist groups

It is achieved by distinguishing the paragraphs in the current scale, this was verified when the discriminating power of the paragraphs was calculated by the method of the two extreme groups and using the T-test..

2- The sincerity of the internal test

The researcher relied on this method (being characterized by the fact that it provides us with a homogeneous scale so that each paragraph measures the dimension measured by the scale as a whole, and it also has the ability to highlight the interdependence between the positions of the scale), as it is (indicators of the sincerity of the scale linked to the degree of each paragraph in the scale with an internal test, which is the degree of the scale as a whole), The researcher has achieved this kind of truthfulness, by extracting the coefficient of internal consistency.

II. Stability.

Consistency is one of the basic elements in the preparation of tests and the adoption of their results, and it means "the stability of the results when the test is reapplied to individuals and the real variation of the test is maintained".(Wijaya et al., 2024)

That is, the test or scale that is characterized by stability is the one that gives the same results if it is returned to the individuals themselves and in the same conditions, and there are several ways through which the stability coefficient can be extracted and the researcher has chosen from them the method of alpha Cronbach The researcher has used this method because "it is used in any kind of objective and essay questions". The stability was extracted in this way by applying the Kormbach equation to the members of the construction sample administrative using the statistical bag (SPSS), as it was found that the value of the stability coefficient is equal to (0.936), which is a high stability index.(Abdulgani Taha & Younus, n.d.)

III. Objectivity:

In the sports field, the instructions for the application of the test (scale) must be clarified in terms of its procedures, management, recording of results". Since the scale contains the key to correction, it is considered objective.(Kim et al., 2025)

Torsion coefficient.

Most of the distribution of samples is not exactly the same and may tend to one side of the maximum value at a rate more than the other, and this deviation from symmetry is called torsion. If the values of the variable are centered towards small values more than

in the direction of large values, then the distribution of this variable is twisted towards the right and is called positive torsion, but if the opposite is negative torsion.(Wu et al., 2022)

To identify the proximity or distance of the sample answers to the normal distribution, the researcher calculated the torsion coefficient. As shown in Table (2).

Table 1. Shows the torsion coefficient of the strategic planning scale for administrative development in youth and sports forums

Statistical Transactions	Mean	Broker	Standard deviation	coefficient Convolution
	103	89	17.35	1.13

1 Final Application of the Standard

After completing all the requirements and procedures for designing the scale, the scale is ready for application and consists of (22) items. Where the researcher applied the scale in its final form to the sample of (12) application administrators and supervisors working in. On (2/1/2023 – 24/2 2023/) After analyzing the responses of the research sample, the data was collected in a special form, as each administrator has its own degree.

Steps of design construction and field procedures

Preparation of the initial version of the scale

The researcher reviewed the sources, scientific references and previous studies related to the science of public administration, sports management and some standards and the use of the opinions of some experts in this field through personal interviews.(Zhang et al., 2022)

Preparation of the preliminary version of the scale

The researcher formulated the paragraphs of the scale has tried the researcher to take into account the ease and clarity of its content and the non-difference of individuals in the interpretation and shortness and so the number of paragraphs in its initial form as follows:

The researcher formulated (27) paragraphs

Determination of the method and basis for drafting paragraphs

The researcher relied in his formulation of paragraphs on the method (Likert), which is one of the common methods of measurement.

1 Presentation of scale paragraphs to arbitrators

After preparing the scale in its initial form, which contained (27) paragraphs, the researcher did the following:

First: The scale was presented in its initial form to a group of arbitrators with experience and competence in the field of sports, administrative and psychological sciences*, in order to identify the validity of the paragraphs of the scale and their suitability to the scale of what was set for him, as well as to evaluate and modify the paragraphs and judge them in terms of wording and accuracy in content.

The researcher analyzed the results of the questionnaire using the percentage as a criterion for accepting or excluding the paragraphs of the scale, where the paragraphs agreed upon by (75%) or more of the arbitrators were accepted as valid and appropriate for the scale and (Bloom) points out that "the researcher must obtain approval by (75%) or more of the opinions of the arbitrators in this type of honesty".(Barbosa et al., 2023)

¹ The researcher got the percentage of agreement has used the researcher (chi-square) as he showed that the percentage of (75%) or more acceptable when the paragraph obtained, knowing that the value of the chi-square calculated at the level of probability (0.05) and the degree of freedom (1) is equal to (4.26), which is greater than its tabular value of (3.84), which indicates the significance of this ratio, which represents (15) experts out of (20) experts. The number of paragraphs after deletion became (22) paragraphs distributed over the areas of scale.

² Correction of scale paragraphs

Correcting the scale means obtaining the total score of the individual, which is calculated by adding the scores obtained by the respondent on the grading scale, and since the paragraphs have been formulated in a positive direction, weight has been given to the paragraphs. (Ortiz-Morales et al., 2023) as in the table below.

¹² Table 2. Shows the method of correcting the paragraphs of the scale

Paragraph orientation	All the time	Often	Once in a while	Rarely	At all
positive	5	4	3	2	1

When each paragraph is placed according to Table (2) the weight specified in advance of it is collected weights for all paragraphs and the result is the degree that expresses the success of strategic planning for administrative development in youth and sports forums.

² Preparation of the scale in final form

After you have identified the paragraphs of the scale. The researcher carried out the following actions:

- 1- Clarifying the purpose of the scale, which is to identify the strategic planning for administrative development in youth and sports forums.
- 2- Writing instructions in short and understandable terms in which the method of answering the paragraphs of the scale is clarified.
- 3- The information provided is for scientific research purposes only.

Exploratory experiment

After the scale became ready for application, the researcher conducted the exploratory experiment before the final application of the research in an appropriate time, by applying the scale (Strategic Planning Scale for Administrative Development in Youth and Sports Forums) and on a sample of (15) administrators and supervisors working in youth and sports forums on (2/10/2023). 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 paragraphs of the scale and in order to avoid any errors or difficulty when applying during the main test of the research, Experiment of applying scale paragraphs to the construction sample. The purpose of conducting this experiment is to apply the scale (Strategic Planning Scale for Administrative Development in Youth and Sports Forums) in its final form on (14/10/2023 until 28/11/2023) in order to analyze the paragraphs statistically, "This process includes revealing the level of difficulty of the paragraph, the strength of paragraph discrimination and the effectiveness of alternatives in the test paragraphs". In order to achieve this, the scale was applied to the construction sample, namely administrators and supervisors in the youth and sports forums of the governors of Dhi Qar, who numbered (1500)

administrators, and after the completion of the process of distributing and answering the forms, each form was checked to ensure that it was answered and as required.

Statistical analysis of paragraphs

The aim of statistically analyzing the paragraphs of the scale is to improve the quality of the test by detecting the weakness of the paragraph and then working to rephrase or exclude it if it is not valid.

Extremist groups style

Discrimination is one of the psychometric (standard) characteristics that indicate the ability of the paragraphs of the scale to distinguish between the examinees so that the scale can detect individual differences between individuals in the measured trait that is mainly based on psychometrics. Because it distinguishes between individuals who get high scores in the trait measured by all paragraphs, from individuals who get low scores. To achieve this, the researcher adopted the method of the two terminal groups in calculating the discriminating ability of the paragraphs Using the Statistical Bag for the Social Sciences (SPSS) .

Internal consistency coefficient

The discriminatory power of the paragraphs does not determine the extent of homogeneity in measuring the phenomenon set to measure as there may be paragraphs close in their discriminatory strength, but they measure different behavioral dimensions. This method shows us the extent of homogeneity of paragraphs as there may be close paragraphs, but they measure different dimensions, so the coefficient of internal consistency is used to achieve this The researcher used the correlation coefficient (Pearson) between the scores of the sample members on each paragraph and between their degrees on the scale as a whole by the statistical bag (SPSS) and after the completion of the statistical analysis of the scale.

Statistical methods.

The researcher used the SPSS statistical information system and Excel .

Results

View, analyze and discuss the results of the organizational structure domain levels

Table 3. Shows the mean, standard deviation and level of the application sample in the field of organizational structure

Mean	Standard deviation	Levels
103	17.35	Good

It appeared through the table above that the axis of the organizational structure has occurred the sample of application at a good level, and this indicates the importance of good planning in building the organizational structure of youth forums. This is confirmed by (Nidaa Muhammad Lasous) "To increase the effectiveness of planning, it must be taken into account to provide the appropriate organizational structure to achieve the objectives of the set plan".(Nidaa, 2017) and the researcher attributes this to the efficiency of those in charge of preparing. The organizational structures in the Ministry of Youth and Sports and the frequency chart shows that, noting that the number of paragraphs for the field of organizational structure is (16) paragraphs.

Table 4. Shows raw grades, levels, number and percentage of the axis of the organizational structure

Raw grades	Levels	Number	Percentage
80-68	Very good	17	9,60%
67-55	Good	46	25,98%
54-42	medium	66	37,28%
41-30	Acceptable	32	18,07%
29. Below	Weak	16	9,03%

The sample was distributed at several levels in the field of organizational structure, and Table (4) shows that the number of administrators at a very good level (14) administrators reached this level, i.e. (23.33%). As for the good level, the number of administrators who reached this level was (13) administrators, i.e. (21.66%). As for the intermediate level, the number of administrators who reached this level was (25) administrators, i.e. (41.66%). The level is acceptable (5) administratively (8.33%) and the level is weak (3) (5%).

Discussion

Through these results, it is clear that the application sample occurred at the level of (very good) and (good) and the researcher attributes this to the great attention paid by the ministry and the directorates of youth and sports to the need for a clear, documented and known organizational structure for all individuals working in youth and sports forums.

"The organizational structure leads to the non-overlap of powers and the dimensions of disputes over the competencies and helps the optimal use of human competencies in terms of the distribution of job roles and the identification of activities" (Schwiter et al., 2021)

and this was evident through the visits made by the researcher to the sites of youth and sports forums and his observation of the presence of a panel installed showing a scheme of the organizational structure within the forum. In addition, the researcher sees taking into account the principle of specialization in the management of sports, technical and scientific sections in the forums by academic persons, each according to his specialization, which has a major role in managing the department supervising it scientifically and positively, and this is what (Nidaa Muhammad) refers to: "The most important characteristics in the organization is to benefit from specialization, which achieves speed in achievement, mastery of work and cost reduction). (Nidaa, 2017)

The sample of the application occurred at the level (average) and the researcher attributes the reason for this to the lack of a clear and approved methodology that works to amend the rules and regulations according to the environmental, social and political variables emergency and changing, and the researcher also sees and according to the opinions of the sample that the process of career progression does not depend heavily on the ability and scientific competence possessed by the person, but there are social and political conditions governing this issue, In addition, administrators in youth and sports forums do not contribute significantly to the process of making important decisions related to achieving business goals.(Kooli & Abadli, 2022)

This is confirmed by (Musa Al-Lawzi) "The success of ministries in building their organizational structures depends on their ability to create a suitable work environment to achieve a high degree of adaptation and conformity between the organizational

structure and the objectives of the institution, as well as the efficiency of the human element and its resources".(Musa, 2018)

The application sample occurred at the level (acceptable) and (weak) and the researcher attributes the reason for this to the overlap of some powers and weak delegation, which works to restrict and narrow the field of creativity and the freedom to make some important decisions related to work and the delegation works to enhance the effectiveness of employees who have the appropriate authority, individuals authorized with authority, act with love towards the institution more, employees who do not have any authority in decision-making do not work to achieve the goals of the institution at the same level as employees who have authority.(Fikret, A., & Leyla, 2020)

This is confirmed by (Mullins & Laurie) and that "the authority urges employees to exert all their energies, by delegating the necessary authority to employees to make decisions, employees feel that they have received internal moral rewards that help them work to achieve the success and progress of the organization. Such employees consider themselves part of the organization through their contributions). (Mullins & Laurie, 2018)

(Delegation is also one of the means of administrative development by assigning some competencies to workers, and leaving them free to deal with them, in addition to that facing sudden and emergency problems and crises creates an intellectual vision for the delegate with the acquisition of new skills and experiences).(Kooli & Abadli, 2022)

In addition, over time, many laws, regulations and regulations are inappropriate to the conditions of organizations, an obstacle to achieving their goals, and a problem of administrative problems, due to their complexity and restrictions on business. Therefore, they must be modified and developed, providing flexibility and adaptation to changing circumstances.(Mahmoud et al., 2025)

The researcher believes that the ministry should attach importance to following up its laws and striving to update the regulations in line with the development and civilizational progress witnessed by the world.

Conclusions:

- 1- Progression of career process does not depend largely on an individual's academic ability and competence, but rather on social and political circumstances that govern this issue. Furthermore, administrators in the youth and Sports Forums do not contribute significantly to the process of making important decisions related to achieving work objectives.
- 2- The application sample fell into the "very good" and "good" categories due to the great emphasis placed by the Ministry and the Youth and Sports Directorates on the need for a clear, documented, and well-known organizational structure for all individuals working in the Youth and Sports Forums.
- 3- The principle of specialization was observed in the management of the sports, arts, and science departments within the forums by academics, each according to their specialization, who play a significant role in managing the department they supervise in a scientific and positive manner.
- 4- The application sample fell into the "average" category due to the lack of a clear and approved methodology that works to amend regulations and bylaws according to emerging and changing environmental, social, and political variables.

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Appendix (1) Scale in final form

No.	Paragraphs	All the time	Often	Once in a while	Rarely	At all
1	There is a future vision towards administrative development from those in charge of youth and sports forums					
2	The Ministry and the Directorate allocate the required capabilities to the strategic plan preparation team					
3	The Ministry and the Directorate have a clear vision of the environment in which they work					
4	Technical knowledge about the work of each committee or department and its composition					
5	The Ministry and the Directorate determine the planning process for the future with a clear vision					
6	The vision of the Ministry and the Directorate is a catalyst for creativity and creating a desirable and effective situation for administrative development					
7	The objectives of the Ministry and the Directorate determine the values and ethics of the environment in which they work.					
8	Clarity of goals for all employees of the forum					
9	The ministry or directorate determines the developmental aspects needed by the administrative and technical category in the forum					
10	The ministry or directorate determines a period of time to limit the aspects that need to develop the administrative and technical category					
11	Availability of sufficient budget for each activity					
12	The existence of a written (annual) periodic curriculum for sports and artistic activities					
13	Availability of the necessary capabilities to implement these activities (playgrounds, sports equipment)					
14	Implementation of activities according to the specified schedules					
15	The plan of annual activities (sports, cultural, artistic					

No.	Paragraphs	All the time	Often	Once in a while	Rarely	At all
	and scientific) achieves the aspirations of the forum.					
16	The Ministry and the Directorate have developed a comprehensive administrative development plan for their employees					
17	Powers to make strategic changes in the hands of senior management					
18	The Ministry organizes training programs for supervisors, trainers and technicians					
19	Knowledge of the laws and regulations of the ministry, directorate and forum by employees					
20	There is a clear, documented and approved organizational structure by the Ministry					
21	Inventory and document the powers of officials in the forum (manager, supervisor, technician)					
22.	Publishing the powers of officials and circulating them to employees					

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ORIGINALITY REPORT

17%	%	17%	%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

- 1

Ziad Jalal Khudair, Ammar Nasser Younis, Abdul Halim Jabr Nazzal. "دور المدرب في الصحة التنظيمية للفريق من وجهة نظر اللاعبين بكرة القدم في الدوري الممتاز العراقي", Modern Sport, 2024

Publication

6%
- 2

Rana Turki Naji. "الريادة الاستراتيجية لدى رؤساء الاتحادات الرياضية الوطنية الاولمبية من وجهة نظر اعضائها", Modern Sport, 2024

Publication

3%
- 3

Luca-Lars Hauser, Chris G. Harwood, Oliver Höner, Donna O'Connor, Svenja Wachsmuth. "Talent development environments within sports: a scoping review examining functional and dysfunctional environmental features", International Review of Sport and Exercise Psychology, 2022

Publication

1%
- 4

Yujie Guo. "Teaching Model of Swimming Skills Training Under the Background of Artificial Intelligence", International Journal of Ambient Computing and Intelligence, 2024

Publication

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