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The role of the strategic mind of the managers of sport clubs in reducing strategic drift

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Abstract

The research aims to identify the role played by the strategic mind of the heads of sports clubs in reducing the levels of strategic drift that clubs may face. The search is to provide a set of solutions to the problems faced by the clubs and as far as it is concerned with the research variables, as the researcher adopted the descriptive approach, and the questionnaire was adopted as a main tool for data collection, which was built and prepared, and was distributed to the research sample (120) club presidents and after processing and analyzing the data using the bag Statistically, a set of results were reached that confirmed the validity of the hypothesis from which the research was launched, and accordingly, the conclusion was made (the strategic mind of club presidents contributes to reducing the levels and limiting strategic drift, and accordingly I recommended the need to activate the role that the strategic mind of sports club presidents plays in strategic drift through Preparing all requirements to activate his role and create a suitable work environment.

Keywords: Mind, strategic, clubs, sports

Introductions

Contemporary events and the acceleration of events led to the emergence of a group of severe disturbances and rapid changes. In its components, which forced sports clubs to devise a set of activities and areas to adapt to them, and to succeed in that, they need an engine for them. From here, the strategic mind of the heads of sports clubs appeared as a basic guide for all the resources that sports clubs possess, which are provided by the administrative body and must have capable characteristics To face the events and outperform the competing clubs, and to ensure their strength and competition in all events and tournaments and the continuity of giving and not complacency in competition as a result of the strategic drift that can occur due to the negligence or neglect of the Ministry in supporting or financing these clubs and then the failure to implement its planned strategies. The importance of research on how to enable sports clubs to employ the strategic mind of the club president and members of the administrative body in reducing and limiting the strategic drift that may be encountered during the sports season

Research problem

To finance sports clubs and the lack of capabilities makes it necessary to search for different ways in order to sustain giving and competition as well as achievement, as well as the importance of the strategic mind of the heads of sports clubs in helping the club to build the appropriate strategic direction for it and implement it correctly, and this role becomes more prominent when the strategic drift occurs in a way that affects On its ability to participate in tournaments and its survival and continuity in competition, so the research problem can be summarized in the ability of the heads of sports clubs to employ their own strategic mind in creating a situation that prevents strategic drift within sports clubs, and accordingly, the researcher refers to two questions from his research problem, namely: What The nature of the strategic mind of the heads of sports clubs. The second question is whether there is a strategic drift in sports clubs.

Research aims

1. Building and applying the strategic mind questionnaire for heads of sports clubs in central and southern Iraq

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2. Building and applying a strategic drift questionnaire for heads of sports clubs in central and southern Iraq.
3. Recognizing the role of the strategic mind of the heads of sports clubs in reducing strategic drift.

Research areas

- a) **The human field:** It is represented by the heads of sports clubs in the central and southern governorates.
- b) **Time range:** 4/9/2022 to 5/3/2023
- c) **Spatial field:** sports clubs in the central and southern governorates.

Research methodology and field procedures

Research Methodology

In the realm of scientific research, the choice of research methodology is dependent on the nature of the problem at hand. In this case, to address the problem, the researcher opted for a descriptive approach utilizing the survey method.

Research community

The aim of defining the research sample is to represent the results of the research on the whole community chosen by the researcher.

Therefore, the sample was chosen in a way that confirms its representation of the original community by the intentional method, as follows

1. Exploratory experience 12
2. The initial application sample included (120) club presidents, with a rate of (58.25%) from the research community of (206) sports clubs.
3. The final application sample included (36) club presidents, with a percentage of (17.47%) of the research community.

Research tools

- To complete the research, the researcher required different data and had to select suitable tools for data collection, whether primary or secondary. Various data collection tools are available, allowing the researcher to choose the ones that align with their study.
- The researcher utilized the following tools:
- Observation: The researcher observed and monitored the reality of sports clubs, which helped identify the problem addressed in the current study.
- Interviews: Personal interviews were conducted by the researcher with a group of experts and specialists to gather information relevant to the study.
- Questionnaire: The researcher developed a questionnaire specifically tailored to the subject of their research.

Regarding the research methods employed, the following were used:

- Arabic and foreign sources and references.
- International Information Network (Internet).
- The main research procedures consisted of designing the strategic mind and strategic drift scales for sports clubs. This involved a series of fundamental steps to construct a test or questionnaire and establish connections between the questionnaire items to measure the overall aspects of the skill, trait, characteristic, or ability under investigation. The researcher aimed to

design the scales for the strategic mind and strategic drift of

- Therefore, it was necessary for the researcher to identify the reality of the clubs, and then prepare a questionnaire that is characterized by comprehensiveness and accuracy in measuring the strategic mind to limit the strategic drift of sports clubs.

Determine the phenomenon to be measured

The phenomenon to be measured should be identified and its concept and boundaries should be completely clear. The phenomenon that the research aims to measure is the role of the strategic mind of the heads of sports clubs.

Design and construction steps and field procedures

The stages of building the questionnaire, the researchers collect data and information for the purposes of presentation and analysis. One of the methods used in this field is the questionnaire form. Since the research is interested in exploring the opinions of the administrative bodies, the researcher adopted the questionnaire form as a main means for collecting data, which the researcher prepared and designed.

Preparing the initial form of the questionnaire

The researcher based the initial version of the questionnaire on personal interviews conducted with experts and specialists in the field. This approach allowed the researcher to gather opinions and gather as much information as possible, which was beneficial for formulating the questionnaire paragraphs. Additionally, the researcher examined closely related measures in the field of sports management to understand their relevance to the research topic. Furthermore, the researcher aimed to identify the types of attitudes included in the questionnaire and the appropriate way to formulate the paragraphs. Subsequently, the researcher developed the paragraphs for the questionnaire, considering factors such as clarity, simplicity, and ensuring consistent interpretations among respondents. As a result, the initial version of the questionnaire consisted of 28 proposed paragraphs.

Determine the style and principles of drafting paragraphs

1. In formulating the paragraphs, the researcher relied on the Likert method, which is one of the common methods of measurement ^[1]

Presenting the paragraphs of the questionnaire to the arbitrators

After preparing the questionnaire in its initial form, the researcher did the following:

Initially, the questionnaire was presented to a group of expert arbitrators specializing in mathematical and administrative sciences (Appendix 1). The purpose was to assess the validity of the questionnaire paragraphs and their appropriateness in measuring the intended criteria. Furthermore, the arbitrators were asked to evaluate and suggest revisions for the wording and content of the paragraphs. Each arbitrator was requested to provide their observations regarding the validity, accuracy, realism, and representation of the characteristics being measured. They were also encouraged to share general feedback and suggestions about the questionnaire. Additionally, the arbitrators' opinion was sought regarding the use of a five-point scale as a means to assess the respondents' levels. The

arbitrators marked the appropriate phrase on the left side of each paragraph to indicate the degree of power or its absence. Finally, the arbitrators' opinions and notes on the questionnaire were collected to inform the researcher's subsequent actions.

The researcher examined the questionnaire results by employing a percentage-based criterion to determine the acceptance or exclusion of questionnaire items. According to Bloom's guidelines, items that garnered agreement from 75% or more of the arbitrators were considered valid and suitable for the scale. The researcher obtained the agreement percentage and also utilized the chi-square test. The researcher found that a percentage of 75% or higher was deemed acceptable for individual paragraphs based on the calculated chi-square value of 4.26, which exceeded the critical tabular value of 3.84. This significant result indicated that 15 out of 20 experts agreed on the validity of the items.

- Some paragraphs have been merged because they are similar in meaning, as well as some paragraphs about which the arbitrators made their observations were rephrased.
- Based on the foregoing, (4) out of (28) paragraphs were excluded for the questionnaire.

Exploratory experience

Once the questionnaire was prepared for implementation, the researcher conducted a preliminary pilot study prior to the final research application. This exploratory experiment took place at a suitable time and involved administering the questionnaire to a sample of 12 club presidents. The objective was to assess the clarity and comprehensibility of the questionnaire paragraphs, as well as to identify any potential errors or difficulties that may arise during the main research test. This preliminary step aimed to ensure that the research sample understood the questionnaire adequately and to address any issues before the main test.

The main experience

The experiment's objective is to utilize strategic mind scales to mitigate strategic drift within sports clubs. This involves conducting statistical analysis on the questionnaire paragraphs to determine their discriminatory power and identify which items are distinctive and non-distinguishing. To achieve this goal, the researcher followed the subsequent steps:

Initial application of the scale

The questionnaire was applied to the building sample, who are the administrative bodies, who numbered (120). After completing the process of distributing and answering the questionnaires, each questionnaire was checked to ensure that it was answered in the required manner.

Paragraph analysis statistically

The objective of conducting a statistical analysis on the questionnaire paragraphs is to enhance the test's quality by identifying any weaknesses in the paragraphs. If a paragraph is deemed invalid, the researcher aims to reformulate or exclude it. The analysis helps in understanding the characteristics of the paragraphs and enables the researcher to make decisions such as deleting, modifying, replacing, adding, or rearranging them. This process ensures the test remains consistent and unbiased in terms of length and

difficulty. To conduct the analysis, the researcher has chosen the method of extremist groups.

Extreme group style

Discrimination ability is defined as the ability of the paragraph to distinguish between individuals with high scores and individuals with low scores in the trait measured by the questionnaire^[4]

For the purpose of calculating the power of paragraph discrimination, the researcher followed the following

Calculating the total score for the scale from all the scores obtained by the laboratory for each item

The scores obtained by the sample were arranged in descending order

The scores were divided into two groups of scores, one of which represents the individuals who obtained the highest scores

The second group comprises individuals who achieved the lowest scores, with each group representing 27% of the total sample. Consequently, the researcher established two groups, namely high and low, each consisting of 32 club presidents. The discriminatory power of the paragraphs was evaluated using the T-test, employing a degree of freedom of 118. Following the statistical analysis, it was determined that three items from the questionnaire should be excluded due to their lack of discriminatory power.

Coefficient of internal consistency

The discriminatory power of paragraphs does not indicate their consistency in measuring the intended phenomenon, as there can be paragraphs with similar discriminatory power that actually measure different behavioral dimensions. To assess the homogeneity of the paragraphs, the internal consistency coefficient is employed. In this study, the statistical analysis of the scale was conducted using SPSS, resulting in the exclusion of one paragraph. This decision was based on its low correlation value of 0.097, which did not meet the predetermined threshold. The degree of freedom for this analysis was 118.

Indicators of validity and reliability of the questionnaire

The validity of the questionnaire

Validity is a fundamental and significant concept in the realm of tests and measurement. It pertains to whether a test accurately measures what it was intended to measure. The test is considered valid when it effectively measures the desired objectives and achieves the intended purpose. The level of validity indicates the degree of success in accurately measuring the specific construct or phenomenon. (5) There are several types of validity. The researcher has sought to verify the validity of the questionnaire through:

First - the veracity of the arbitrators

This level of validity was attained through the researcher's presentation of the questionnaire and its paragraphs to a panel of experts. Their assessment was crucial in determining the validity of each paragraph within the questionnaire. Consequently, the paragraphs that received approval from the experts were accepted, while those deemed invalid were removed.

Additionally, construction validity is considered an appropriate form of validity for developing scales. It involves experimental verification of the degree to which the scores obtained from the paragraphs align with the characteristic or concept being measured. In the researcher's

current study, the validity of the scale construction was ensured by employing the following indicators: [Please provide the specific indicators used for validity assessment.

The style of extremist groups

To assess the validity of the current questionnaire, the researcher employed several methods. The discriminatory power of the questionnaire items was evaluated using the two extreme groups method and the T-test.

The validity of the internal criterion was also considered, wherein each paragraph's degree in the questionnaire was linked to the overall degree of the questionnaire as a whole. This type of validity, known as internal consistency, was achieved.

The stability of the test, referring to the consistency of scores obtained by individuals across different time points, was assessed using the split-half method. The questionnaire was divided into two parts, odd-numbered and even-numbered items, and the simple Pearson correlation coefficient was calculated. The stability coefficient was initially determined to be 0.80%. To obtain the corrected stability coefficient for the entire test, the researcher used the Spearman Brown equation, resulting in a stability coefficient of 0.87%. This indicated that the questionnaire demonstrated satisfactory stability and could be utilized as a

research tool.

Objectivity was another crucial aspect of the test. It ensured that the results were not influenced by the subjectivity or bias of the person scoring the test. The questionnaire items were designed to be specific, with unambiguous questions that had a single answer. Since the questionnaire utilized a five-point scale, the arbiters simply assigned grades to each individual, and these grades were not disputed among the arbiters, thereby ensuring objectivity.

Upon completing all the necessary steps in designing the questionnaire, it was ready for implementation. The final version of the questionnaire consisted of 24 paragraphs. The researcher administered the questionnaire to a sample of 36 club presidents. After analyzing the responses and collecting the data, each president had their own assigned degree in a designated form.

- Regenerate response
- Statistical means
- The researcher used the spss statistical bag

**Presentation, analysis and discussion of results
Presentation and discussion of the results of the role of the strategic mind in reducing strategic drift**

Table 1: Shows the (calculated t) between the theoretical mean and the arithmetic mean for the strategic mind questionnaire

The number of paragraphs of the questionnaire	theoretical medium	Arithmetic mean	standard deviation	T calculated	Level indication
24	72	36.68	6,087	14.29	0.000

Table (1) shows that the number of paragraphs of the strategic mind questionnaire (24) paragraphs, with a theoretical mean (72), while the arithmetic mean for the research sample was (36.68) and with a standard deviation (6.087), as the (calculated t) was between the theoretical mean and the arithmetic mean for the research sample

(14.29) and a level of significance (0.00), which indicates its significance at a level of significance (0.05), and this means that there is a significant difference between the two means to be identified (the strategic mind in limiting strategic drift).

Table 2: Shows the paragraphs, medians, and arrangement

T	Paragraphs	Arithmetic mean	Standard deviation	Arrangement
1	The club president works is to provide assistance and advice to the club	3,270	1,522	7
2	Interested in providing the necessary funds for all sports activities	3,120	1,499	15
3	He seeks to participate in a number of games without the rest of the activities	3,357	1,342	4
4	Contracts with players are for short-term periods	3,230	1,466	8
5	Financial grants are not enough to participate, which causes financial debts to the club	3,183	1,427	11
6	Members of bodies and clubs are briefed on the vision of the club president in participating in sports tournaments	3,347	1,494	5
7	There is a vision of the club president towards sports investment	2,939	1,518	20
8	The lack of private sports facilities for the club is the reason for the strategic drift	3,030	1,537	18
9	The strategic mind is one of the most important reasons for the success and development of the club	3,190	1,552	9
10	A strategic mind contributes to the preservation of the club	3,150	1,521	14
11	The club president must be creative and plan to advance his reality, relying on his own efforts	2,966	1,579	19
12	The club president and the administrative body work as one team to challenge obstacles	3,528	1,426	2
13	The programs are implemented by the club management and the president	3,160	1,484	13
14	The president does not have the right to make a decision unless he refers to the club management	3,101	1,543	12
15	The club management is committed to participating in tournaments without money	3,444	1,421	3
16	The sports club has the right to dismiss the president in case of failure and drifting behind his whims	3,063	1,472	17
17	Lack of funds cause drift and move away from the goals	3,087	1,442	16
18	Unilateral decisions cause conflict and conflicts	3,638	1,464	1
19	Club presidents seek to promote clubs through what is available to them	3,187	1,532	10
20	Club presidents seek, relying on personal capabilities, to invest in potentials	3,277	1,521	6

21	Employ all efforts to support the club and work as one team	2,908	1,589	23
22	Develop solutions to all problems facing clubs	2,890	1,570	24
23	Using the strategic mind to create a suitable work environment	2,928	1,593	21
24	Lack of motivation causes drift and lack of engagement	2,912	1,574	22

Through table (2) above, it shows the paragraphs, medians, and arrangement

As the researcher believes that club presidents have a great responsibility in planning and participating in tournaments as well as leagues and sporting events, whether local or international, etc., this requires diligence and persistence towards the set goals, as well as the vision of the president and club members towards their aspirations, as well as the public, and they must search for sources of financing through their own efforts Or through sponsorship, "as it is the provision of financial assistance or the like in one of the activities by a commercial institution for the purpose of obtaining commercial goals ^[10]."

From the table above, paragraphs ^[20, 6, 3, 1, 4, 9, 18, 12, 15] which got a good level, the researcher attributes to the technical level of sports clubs and what they achieve pushes the club towards openness and serious pursuit of contracting and interest in this field Because of its importance to the continuity of giving and continuing to participate as well as the results in all activities of sports clubs. Also, the increase in expenses and contracts requires a comprehensive and objective vision of sports clubs, and this is what achieves the common goals between sports clubs as well as the public in some sports, especially professional ones that require large sums of money in order to participate And competition in tournaments and continues to participate and present its best, as for the sports level and the production of results and the team, it is considered an important goal for the club and that all tournaments, events and participations are means of advertising and promotion of these talents and attracting capital for investment, in other words a marketing tool and appropriate in terms of cost The speed of spread and the speed of reaching the public, the interaction between the internal and external environment, i.e. between clubs and companies, facilitates "exploration of economic, social, technological, political and cultural factors and variables, in order to identify opportunities and challenges and find out the sources of these opportunities and challenges ^[11]."

Paragraphs ^[10, 5, 24, 14, 13, 2, 17, 16, 18] were at an average level, and the researcher attributes that the strategic mind of club presidents needs maturity and familiarity with the experiences of other countries, especially since most countries have a variety of experiences and choices. The model that fits our environment, and if you enter the sports field for the purpose of investing and concluding sponsorship contracts, you will need to enact new laws that allow the organization of partnership contracts, not just advertising and advertising, and that sports clubs and in their current management follow a policy of public funding and not self-financing or retail contracts in order to search for Other sources of financing and achieving large revenues for sports clubs, as well as for the maintenance and development of their vital facilities. "It becomes clear that sports sponsorship has become a matter that requires change, understanding and awareness of its meaning and importance, after sports in the world are managed by the rotation of the wheels of the economy, its laws and concepts ^[12]."

As for paragraphs ^[7, 11, 23, 21], they got an acceptable level,

and the researcher attributes that drift causes organizational conflict in sports clubs between the administrative body and the general body, as well as conflict between them, and this causes or is reflected in the results, as well as participation and giving the rights of players and coaches, and thus It will enter into a dark tunnel that transforms the achievement of its goals. Furthermore, it plays a role in fostering sustained progress and enhancement in customer outlook and internal operations. It also identifies the critical elements crucial for present and future accomplishments, with a specific focus on three primary sources: individuals, systems, and organizational procedures. This elucidates the emphasis placed on the competencies of employees, their skill proficiency, and information systems to ensure alignment with contemporary data requirements ^[13].

Conclusions

The researcher concluded the following

1. It was reached to build a measure of strategic mind and strategic drift for the heads of sports clubs.
2. Some sports clubs have presidents who are characterized by an open strategic mind that is able to help them advance and define the clubs' strategic directions to implement their plans.
3. Through the results obtained by the researcher, the level of strategic drift among sports clubs varied.
4. Through the results, here is an effective role for the strategic mind of club presidents in reducing the strategic drift of sports clubs.

Recommendations

In light of the results of the study, the researcher recommends the following

1. Conducting more studies in the field of the strategic mind and strategic drift for the advancement of all sports activities due to the importance of the subject.
2. Training and developing club presidents as well as administrative bodies through courses and involving specialists in the field of sports management to work in clubs.
3. Stay away from bickering and problems that lead to conflict, and thus increase the chances of strategic drift.

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