



"THE REALITY OF THE STRATEGIC ENVIRONMENTAL ANALYSIS (SWOT) FOR THE QUALITY OF ADMINISTRATIVE PERFORMANCE OF DEANS OF COLLEGES OF PHYSICAL EDUCATION AND SPORTS SCIENCE IN BAGHDAD, FROM THE PERSPECTIVE OF ITS MEMBERS"

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A B S T R A C T	K E Y W O R D S
The aim of the research is to identify the reality of the administrative performance of deans of colleges of physical education and sports science from the perspective of the faculty members. The research community consisted of faculty members in colleges of physical education and sports science at the University of Baghdad, the University of Mustansiriya, and the colleges of physical education and sports science in Al-Jadriya, Al-Mustansiriya, and Al-Waziriya. The research community consisted of 314 faculty members, and the researchers used a descriptive survey method because it suits the nature of the problem-solving. Based on the research findings, the following conclusions were reached: 1. The use of the Strategic Environmental Analysis (SWOT) questionnaire for the internal and external environment is of great importance in analyzing the administrative performance of deans of colleges of physical education and sports science. 2. The strategic environmental analysis is one of the most important modern strategic management tools. 3. The main objective of the strategic analysis is to provide a solid foundation that enables the maintenance of high-quality administrative performance. 4. The use of strategic analysis by government institutions, such as colleges of physical education and sports science, in evaluating performance is a	Strategic Environmental Analysis, Administrative Performance Quality, deans of Collages of Physical Education and Sports Science.

significant motivation for employees to identify what exists in the environment in which they work.

Based on the research findings, the researcher recommends the following:

1. Adopting the current scale designed by the researchers to identify the internal and external environmental factors in the faculties of physical education and sports sciences.
2. The Ministry of Higher Education and Scientific Research should pay attention to the administrative aspect of the faculties of physical education and sports sciences.
3. The current scale should be applied to other faculties under the Ministry of Higher Education and Scientific Research.

1- Introduction to the research:

1-1 Importance of the research: With the technological advancements that have entered all aspects of administrative institutions, higher education, and research, especially in the colleges of physical education and sports science, they have become the foundation upon which the infrastructure of every government institution, including Iraqi universities and colleges of physical education and sports science, is built. Therefore, management is considered the lifeblood of those institutions of higher education and scientific research.

Therefore, it has become necessary for Iraqi universities, especially colleges of physical education and sports sciences, to practice strategic analysis (SWOT) method seriously and effectively to improve their work and achieve high-quality education that keeps up with the developments in the world. This will ensure that all members of those colleges have a clear understanding of the direction they are heading towards to achieve their institutions' goals, and to adjust and direct the administrative work of the deans of the colleges of physical education and sports sciences in the right direction for proper scientific keeping up with the countries of the world.

Using strategic environmental analysis (SWOT) is considered one of the most important tools used for analysis, as it helps and supports educational institutions to find the best solutions suitable for the internal and external environment elements, which helps to achieve balance and balance between them. However, due to the lack of an environmental scale for strategic analysis of the administrative side in physical education and sports science colleges, according to researchers, they see that the importance of their research lies in preparing a special scale for strategic environmental analysis of the administrative side of deans of physical education and sports science colleges from the perspective of faculty members.

1-2 Research Problem:

The current research problem lies in the following question: "What is the role of strategic analysis in identifying the administrative performance aspect of deans of colleges of physical education and sports sciences from the perspective of faculty members?"

1-3 Research Objectives:

- 1- To determine the actual administrative performance aspect of deans of colleges of physical education and sports sciences from the perspective of faculty members.

1-4 Research Scope:

1-4-1 Human Scope: Faculty members in colleges of physical education and sports sciences at the University of Baghdad and the University of Al-Mustansiriya.

1-4-2 Time Scope: 2/31/2022 - 4/10/2022.

1-4-3 Spatial Scope: Colleges of physical education and sports sciences at the University of Baghdad and the University of Al-Mustansiriya.

2- Research Methodology and Procedures:

2-1 Research Method: To solve the current problem nature, the researchers used the descriptive survey method as this method suits the nature of problem-solving (2:38).

2-2 Research community:

The current research population was determined by the researchers as the faculty members in the colleges of physical education and sports sciences at the University of Baghdad, the University of Al-Mustansiriya, and the colleges of physical education and sports sciences in Al-Jaderiya, Al-Wazeeriya, and Al-Mustansiriya, where the research population consisted of 314 teaching staff. The researchers took the research population intentionally and by a percentage of (100%) of the teaching staff who are attending the official working hours for the academic year (2021-2022).

2-3 Research Sample:

The researchers adopted a percentage of (90%) of the current research population by taking this percentage from each of the three colleges (Al-Jaderiya, Al-Wazeeriya, and Al-Mustansiriya). The current research sample reached (282) teaching staff, and the researchers took the main sample by the simple random sampling method (lottery). As shown in Table (1) and Figure (1) illustrate that.

Table (1) Shows the research population, sample, survey sample, construction, and application.

Colleges	Research Community	Research Sample	Exploratory	Applicable
Baghdad/Aljadriyah	180	162	15	147
Baghdad Waziria	66	59	5	54
Mustansiriya	68	61	5	56
Total	314	282	25	257
Percentage	100%	90%	8,86%	91. 13%
			100%	

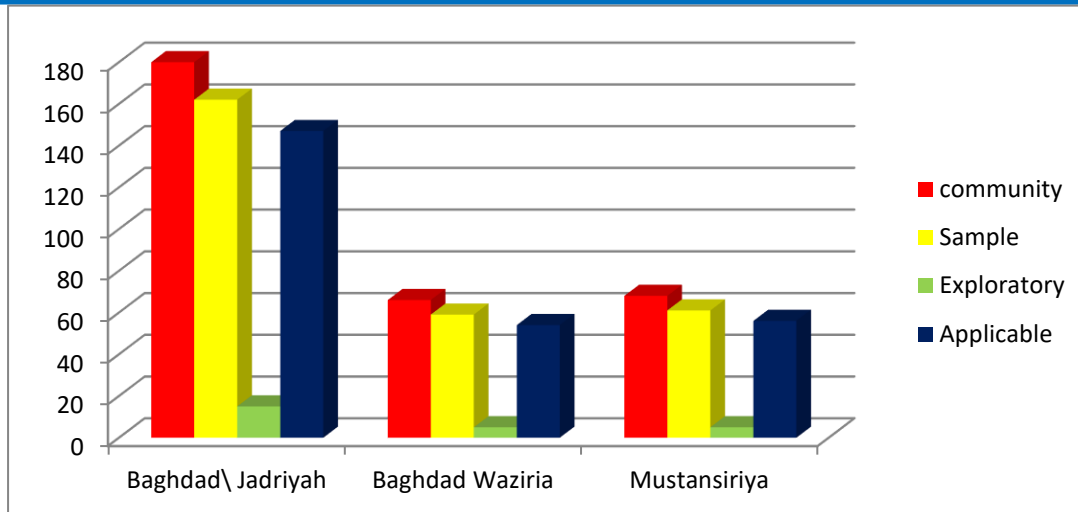


Figure (1) illustrates the graphical representation of the distribution of the research population and sample.

2-4 Research Instrument: The researchers prepared a special questionnaire to measure the administrative reality of deans of faculties of physical education and sports from the perspective of members of the teaching staff. The measurement relied on a used scale, and the researchers modified some phrases to make them suitable for the nature of the current research problem, which is the strategic environmental analysis (SWOT). The researchers presented the questionnaire to a group of experts and specialists in the field of sports management, totaling (15) experts from all Iraqi universities and in the specific field of sports management. The researchers presented the questionnaire along with its fixed areas (strengths, weaknesses, opportunities, threats), which are fixed areas that cannot be changed because they are built according to a theory, and theory does not change except by another theory. The researchers formulated a set of phrases that suit the research problem and the phenomenon to be measured, as shown in Table (2).

deans work to create a suitable work environment to achieve the goal set by the university.

Table (2) Shows the validity of statements in each axis of the Strategic Analysis Scale (SWOT) for administrative performance.

First: - Strength						
S	Phrases	Number of experts		Percentage of agreement	Calculated value (K ²)	significance
		Suitable	unsuitable			
1	deans work to create a suitable work environment to achieve the goal set by the university	14	1	%93.3	9.32	significant
2	The deans seek to distribute tasks and duties among its faculty members, each according to his academic specialization and general experience.	6	9	40%	0.60	unsignificant
3	The deans publicize the achievements of the college in scientific events.	13	2	86.6%	5.97	significant
4	Deans describe jobs by involving individuals who specialize in developing plans and strategies, each according to his experience.	13	2	86.6%	6.95	significant
5	Deans compare what has been achieved and what has been achieved from the goals set in the results.	15	0	100%	13	significant
6	The presence of a clear vision of the deans about the reality of the work of the faculties of physical education and sports sciences.	12	3	80%	4.87	significant
Second: - Weakness						

S	Phrases	Number of experts		Percentage of agreement	Calculated value (K _{a2})	significance
		Suitable	unsuitable			
1	deans lack a well-thought-out action plan to attract academic certificates to serve sports work.	15	0	100%	15	significant
2	The absence of a committee to study the plans developed by the Federation for external participations.	14	1	93.3%	4.09	significant
3	Deans lack a specialized administrative system to monitor and follow up university sports activities	12	3	80%	5.97	significant
4	Deans lack special work programs to select teachers in the universities and colleges concerned	13	2	86.6%	13	significant
5	The lack of future visions and a fixed strategy set by the deans that are not changed by the change of university and college administrations	12	3	80%	4.87	significant

Third: Opportunities

S	Phrases	Number of experts		Percentage of agreement	Calculated value (K _{a2})	significance
		Suitable	unsuitable			
1	Deans invest in university media, as it contributes to the field of openness to colleges and international associations	15	0	100%	15	Significant
2	The deans focused on the integration between the objectives of the plan on the one hand and the objectives of the program on the other.	14	1	93.3%	5.97	Significant
3	The deans invest the efforts of governmental and non-governmental institutions in supporting the activities of the college	15	0	100%	15	Significant
4	Dean's list the problems that hinder their work during administrative practices to avoid them in the future.	14	1	93.3%	11.27	Significant
5	Deans develop effective communication programs to respond to them to achieve common interests between the college and its environment.	6	9	40%	0.60	Insignificant
6	The deans are constantly adapting to the environment with the events of planned organizational changes that are in line with their vision, mission, and goals.	13	2	86.6%	5.97	Insignificant

Fourth: - Threats

s	Phrases	Number of experts		Percentage of agreement	Calculated value (K _{a2})	significance Suitable
		Suitable	unsuitable			
1	Deans work to make decisions that do not have side effects and that cause some difficulty in the administrative workflow.	15	0	100%	15	Significant
2	Deans do not clarify the goals and objectives and make amendments to them continuously to avoid making mistakes during administrative work.	12	3	80%	4.09	Significant
3	Weak scientific discussions between colleges and thus weak administrative work capabilities and achievement in the college	15	0	100%	15	Significant
4	Deans do not define roles and performance criteria that help avoid misunderstandings and conflict.	12	3	80%	4.09	significant
5	Deans will not respond to changes in the external environment that push them to make substantial or minor changes in their culture, organizational structures, or education.	13	2	86.6%	5.97	significant

Afterwards, the questionnaire provided by the experts was relied upon, where the (Haider Maslah Mohammed) scale was adopted (26:11), which was adopted by the Iraqi Fencing Federation. The

researchers reformulated the statements to suit their work, relying on (20) statements, an average of (5) statements per axis of the scale, and (2) statements were excluded due to lack of agreement among the experts.

2-5 Survey Experiment:

The researchers conducted an exploratory experiment on a sample of (25) faculty members who were randomly selected to determine the clarity and difficulty of the statements in the scale.

2-6 Scientific Basis of the Scale

2-6-1 Scale Validity:

Validity has various types, and the researchers used the following methods to verify the validity of the scale.

First: Content Validity: The researchers aimed to achieve this type of validity by presenting the statements of the scale and answer alternatives to a group of experts and specialists to approve their suitability.

Second: Construct Validity: Construct validity is one of the most representative types of validity for the concept of validity. "It deals with the relationship between the test or scale and the theoretical concept that the test aims to measure" (232:7).

2-6-2 Scale reliability: Reliability is a necessary condition for a scale to be accurate, and it is defined as "the test that gives approximate results or the same results if applied more than once under similar conditions" (24:18). To extract reliability, the researchers relied on the following methods: The split-half method and the Cronbach's alpha equation.

2-7 The Final Form of the Scale: The Strategic Analysis (SWOT) Scale for Administrative Performance in its final form consists of (20) statements distributed across the scale axes, with the strength axis consisting of (5) statements, the weakness axis consisting of (5) statements, the opportunity axis consisting of (5) statements, and the threat axis consisting of (5) statements. (200) valid forms were retrieved and (57) forms were lost.

2-8 Statistical Methods: The researchers used the Statistical Package for Social Sciences (SPSS) to extract the results of the current research.

3-1 Presenting, analyzing, and discussing the results:

Presenting the results of the SWOT analysis questionnaire, analyzing, and discussing them. This axis includes (5) statements, with an average score ranging between (3.59-3.02) and a percentile weight between (71.72-60.34). Table (3) shows this.

Table (3) shows the mean scores, percentage weights, and ranks of the responses of the sample individuals on the phrases of the strength axis of the managerial performance.

Arrange the phrase within the axis	Phrases	Weight (5)		Weight (4)		Weight (3)		Weight (2)		Weight (1)		Weighted mean	Percentile weight	Phrase sequence in axis
		Strongly agree	Percentage	mostly agree	Percentage	sometimes agree	Percentage	Rarely agree	Percentage	disagree	Percentage			
1	deans work to create a suitable work environment to achieve the goal set by the university	99	49.5	50	25	15	7,5	16	8	20	10	3.76	80. 99	2
2	deans publicize the achievements of the college in scientific events.	100	50	16	8	20	10	50	25	15	7,5	3.32	84. 73	1
3	Deans describe jobs by involving individuals who specialize in developing plans and strategies, each according to his experience.	98	49	50	25	15	7,5	50	25	15	7,5	3.97	80. 79	3
4	Deans compare what has been achieved and what has been achieved from the goals set in the results.	96	49.5	16	8	20	10	50	25	15	7,5	3.13	77. 32	5
5	The presence of a clear vision of the deans about the reality of the work of the faculties of physical education and sports sciences.	97	48.5	50	25	15	7,5	16	8	20	10	3.41	78. 09	4

The statement "Deans promoting the college's achievements in scientific events" ranked first in the weighted mean (3.32) and percentile weight (84.73) among the research sample's opinions. The researchers believe that deans promoting physical education and sports science colleges through regular announcements on the college's channel is one of the most important reasons that help identify the positives of that college (68:6).

Meanwhile, the statement "Deans compare what has been achieved with the set goals" ranked fifth and last in the weighted mean (3.13) and percentile weight (77.32). The researchers believe that deans should compare the achieved results with the goals to know the extent to which the goals have been achieved (82:4).

Table (4) shows the weighted means, percentile weights, and ranks of the sample individuals' responses to the statements of the managerial performance weakness axis.

Arrange the phrase within	Phrases	Weight (5)		Weight (4)		Weight (3)		Weight (2)		Weight (1)		Weighted mean	Percentile weight	Phrase sequence in axis
		Strongly agree	Percentage	mostly agree	Percentage	sometimes agree	Percentage	Rarely agree	Percentage	disagree	Percentage			
1	The deans lack a well-thought-out action plan to attract academic certificates to serve sports work.	80	40	55	28	25	13	23	12	17	9	3.00	76.98	1
2	The absence of a committee to study the plans developed by the Federation for external participations.	78	39	47	24	49	25	19	10	16	8	3.32	67.32	5
3	Deans lack a specialized administrative system to monitor and follow up university sports activities	98	49	59	30	29	15	11	6	3	2	3.65	71.98	2
4	Deans lack special work programs to select teachers in the universities and colleges concerned	90	45	30	15	54	27	11	6	15	8	3.32	69.98	4
5	The lack of future visions and a fixed strategy set by the deans that are not changed by the change of university and college administrations	93	47	49	25	26	13	20	10	12	6	3.43	70.00	3

The phrase "Deans lack a well-thought-out action plan to attract academic credentials to serve the sports work" came in the first sequence with a mean of (3.00) and a weight percentage of (76.98). The researchers attribute this to the lack of staff with various specialties to participate in planning and setting goals, as well as how to implement those plans, in addition to not providing the opportunity for those staff, even if they exist, to evaluate the plans. Through this, the strengths and weaknesses, as well as the positives and negatives, are identified, where the first step for future work is planning (33:3).

Meanwhile, the phrase "There is no committee to study the future plans that the federation puts forward for external participation" came in the fifth and final sequence with a mean of (3.32) and a weight percentage of (67.32). The researchers confirm that the lack of a committee to study the plans that the federation puts forward for external participation does not help in developing university sports within the college and limits external participation with teams and sports discussions to continue the path of success (174:1).

Table (5) shows the means, weight percentages, and ranks of the sample's responses to the phrases of the Opportunities axis for administrative performance.

Arrange the phrase within the axis	Phrases	Weight (5)		Weight (4)		Weight (3)		Weight (2)		Weight (1)		Weighted mean	Percentile weight	Phrase sequence
		Strongly agree	Percentage	mostly agree	Percentage	sometimes agree	Percentage	Rarely agree	Percentage	disagree	Percentage			
1	Deans invest in university media, as it contributes to the field of openness to colleges and international associations	77	93	48	12	23	12	17	9	35	18	3.62	72.41	2
2	deans focused on the integration between the objectives of the plan on the one hand and the objectives of the program on the other.	67	34	30	15	28	14	19	10	56	28	3.34	66.90	3
3	The deans invest the efforts of governmental and non-governmental institutions in supporting the activities of the college	98	49	47	24	27	14	12	6	16	8	3.66	73.10	1
4	Dean's list the problems that hinder their work during administrative practices to avoid them in the future.	78	39	48	24	26	13	13	7	35	18	3.29	65.86	5
5	Deans continuously adapt to the environment with planned organizational changes that align with their vision, mission, and goals.	88	44	48	24	26	13	11	6	27	14	3.31	66.21	4

The statement "Deans leverage the efforts of government and non-governmental institutions to support college activities" ranked first in the weighted mean (3.66) and percentile weight (73.10). The researchers believe that the efforts of any dean within the institution must be supported by various entities to enable good and efficient administrative work. This support is always needed from different governmental and non-governmental institutions, which invest in it to achieve their goals in the best possible way (106:4).

On the other hand, the statement "Deans identify problems that hinder their work during administrative practices to avoid them in the future" ranked last fifth in the weighted mean (3.29) and percentile weight (65.86). The researchers believe that deans work on identifying problems before they occur, leading to a low response rate to this statement.

Table (6) Shows the weighted means, percentage weights, and ranks of the sample respondents' responses to the statements in the axis of threats to administrative performance.

Arrange the phrase within the axis	Phrases	Weight (5)		Weight (4)		Weight (3)		Weight (2)		Weight (1)		Weighted mean	Percentile weight	Phrase sequence in axis
		Strongly agree	Percentage	mostly agree	Percentage	sometimes agree	Percentage	Rarely agree	Percentage	disagree	Percentage			
1	Deans work to make decisions that do not have side effects and that cause some difficulty in the administrative workflow.	96	49.5	16	8	20	10	50	25	15	7,5	3.13	77.32	1
2	Deans do not clarify the goals and objectives and make amendments to them continuously to avoid making mistakes during administrative work.	98	49	59	30	29	15	11	6	3	2	3.65	71.98	3
3	Weak scientific discussions between colleges and thus weak administrative work capabilities and achievement in the college	90	45	30	15	54	27	11	6	15	8	3.32	69.98	4
4	Deans do not define roles and performance criteria that help avoid misunderstandings and conflict.	77	93	48	12	23	12	17	9	35	18	3.62	72.41	2
5	Deans will not respond to changes in the external environment that push them to make substantial or minor changes in their culture, organizational structures, or education.	67	34	30	15	28	14	19	10	56	28	3.34	66.90	5

The statement "Deans make decisions that have no side effects and cause some difficulty in administrative work" appeared in the first sequence with a moderate mean score (3.13) and a weight of 77.32. However, the researchers believe that deans make decisions positively, considering the side effects that directly affect those decisions (12:9).

The statement "Deans do not respond to incidental changes in the external environment that push them towards making substantial or minor changes in their culture, organizational structures, or education" achieved a mean score of 3.34 and a weight of 66.90 in the fifth and last sequence. The researchers believe that deans are not inclined to know about the changes happening in the external environment and do not work positively to improve their productivity or that of their faculty members. Therefore, this statement received low responses (10-16).

5. Conclusions and Recommendations:

4-1 Conclusions:

1. Developing a Strategic Environmental Analysis (SWOT) questionnaire for the internal and external environment is of great importance in analyzing the administrative performance of deans of colleges of physical education and sports sciences.

2. Strategic environmental analysis is one of the most important modern strategic management tools.
3. The main objective of strategic analysis is to provide a solid foundation for achieving success and maintaining high administrative accuracy.
4. The use of strategic analysis by government institutions of colleges of physical education and sports sciences when evaluating performance is a great incentive for employees to identify what is present in the environment, they work in.

4-2 Recommendations:

1. Adopting the current scale designed by the researchers to detect points in the internal and external environment of colleges of physical education and sports sciences.
2. The Ministry of Higher Education and Scientific Research must pay attention to the administrative aspect of colleges of physical education and sports sciences.
3. It is necessary to apply the current scale to the rest of the colleges under the formations of the Ministry of Higher Education and Scientific Research.

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