

The reality of the Strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes

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Abstract:

This study was conducted on a survey sample of 20 teachers and a key sample of 133 P.E. teachers at Al-Azhar institutes in Cairo, to learn more about the reality of the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes. The researcher used descriptive analytical approach, and the survey data collection tools designed by the researcher. The achievement of the strategic vision and strategic orientation with moderate degree of weight percent (63,2%) was one of the most important results. One of the most crucial recommendations of the research is that Al-Azhar institutes need to develop the strategic vision of crises management, finding appropriate solutions for the problems according to the reality of the strategic vision and its various tools, creating a clear and comprehensible database for teachers to gain the strategic orientation faster with more reliability.

واقع الرؤية الاستراتيجية والتوجه الاستراتيجي لدي معلمى التربية الرياضية
بالمعاهد الازهرية

المخلص:

أجريت هذه الدراسة للتعرف على واقع الرؤية الاستراتيجية والتوجه الاستراتيجي لدى معلمى التربية الرياضية بالمعاهد الازهرية على عينة استطلاعية قوامها 20 معلم ومعلمة و عينة أساسية قوامها 133 معلم ومعلمة من معلمى التربية الرياضية بالمعاهد الازهرية بمحافظة القاهرة الكبرى ، واستخدمت الباحثة المنهج الوصفي التحليلي ، ومن أدوات جمع البيانات الاستبيان من تصميم الباحثة ، ومن أهم النتائج تحقق واقع الرؤية الاستراتيجية والتوجه الاستراتيجي بدرجة متوسطة بوزن نسبي قدرة (63.2%) ، ومن أهم التوصيات ضرورة ألتزام قيادات المعاهد الازهرية بتطوير الرؤية الاستراتيجية لادارة الازمات ووضع الحلول المناسبة للمشكلات بواقع

الرؤية الاستراتيجية وأدواتها المختلفه وتأسيس قاعدة بيانات واضحة و مفهومة لحصول المعلمين علي التوجه الاستراتيجي بشكل اسرع و أكثر مصداقية .

The reality of the Strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes

Introduction and research problem:

Determining strategic orientation depends on creating a long term strategic vision according to the institution's goal, and also it takes into account, while building the vision, the opportunities and threats that face the institution throughout the coming years. Therefore, while creating a long term vision, the leaders should take enough time to think about how to formulate this vision.

The strategic orientation consists of two parts: The fundamental notion and the future vision, the fundamental notion drives workers towards the institution goals, expectations, and aspirations. It's also the basis for strategic and executive areas of the institution. On the other hand, the future vision is considered as a guide to many areas of the institution's strategy, and its implementation requires motivation, leadership, and transformation in the Labour Organisation and employees.

Successful strategic vision is the one that works for guiding workers towards achieving goals, depending on the powerful influence of their behaviour upon the employees' as it is considered as the source and requirement of the apparent behaviour. Therefore, Successful strategic vision needs to take care of them scientifically, practically, socially and humanely to stimulate their behaviour for the benefit of the work, bearing in mind that the vision should be concerned in the strategic orientation of work and employees appropriately and coherently. (10: 70)

The strategic vision depends on a clear vision based on efficiency, effectiveness, creativity and innovation to achieve programs and goals over long and short term for the institution. (5: 56)

Thereby the strategic vision has become an important topic in the business environment because the difficulty of competition, limited resources, and the rapid development of technology and knowledge resulted in the need to create modern methods for leadership, coping with that speed. The vision process is considered as a key pillar on which all

organisation activities depend, in the light of world's speed, that called for the necessity of the provision of wise leadership and skilled leaders to embrace future visions to meet today's requirements.

The strategic vision aims at achieving its goals with less effort, more quickly, and with the lowest cost through a system that supports work and participation at all levels of management. It means the influence of workers' capabilities and the management of human resources through the organisational chart to achieve the strategic vision and allocate resources to apply in reality. The main aim of the strategic vision lies in the ability of the senior management to find, build, and develop human capital, through which the strategic leadership supports applying and practising the strategic management properly and successfully (7: 80)

The strategic vision is a source of creativity and innovations through your future vision. It also plays an influential role in executing strategies, reconciling different parties' needs, achieving strategic balance. It is particularly significant in creating the institution's future culture, confirming the ethical model in the institutional internal relationships, and increasing human and intellectual capital within the institution (8: 35)

Determining strategic orientation depends on creating a long-term strategic vision according to the institution's goal, and also it takes into account, while building the vision, the opportunities and threats that face the institution throughout the coming years. Therefore, while creating a long-term vision, the leaders should take enough time to think about how to formulate this vision, The strategic orientation consists of two parts: The fundamental notion and the future vision, the fundamental notion drives workers towards the institution goals, expectations, and aspirations. It's also the basis for strategic and executive areas of the institution. On the other hand, the future vision is considered as a guide to many areas of the institution's strategy, and its implementation requires motivation, leadership, and transformation in the Labour Organisation and employees. The researcher concludes that future vision and strategic orientation of physical education at Al-Azhar institutes can be defined as "the ability of P.E. teachers to know new systems with strategic dimension by identified

weaknesses in the education process based on pre success experiences”. strategic vision term is a crucial component in the effective development of educational institutions as strategic vision develops, cares for, and supports the structure of institution, individuals, and organisational capabilities to seize the opportunities and avoid threats at the right moment. Strategic vision makes employees in the educational institutions believe that leaders care for them, instead of using them as tools to reach their targets. It reconciles needs of different parties using its capabilities and capacities to deal with these tasks, this will differentiate an educational institution from others. (2: 3)

The education field is one of the service-oriented fields that requires a rational strategic vision and use of modern management methods to ensure continuity, entrepreneurship, and continuous improvement of performance.

Therefore, the development of a strategic vision and orientation in educational institutions till they achieve the level of excellence and appropriate development and to be able to face the challenges, especially in an ambiguous, complex environment full of opportunities, threats, modern developments id considered as one of the fundamentals of the successful management. That is deemed as an advantage in today’s world as the institutions all over the world face diverse changes and challenges of new services and changing processes.

Al Al-Azhar institutes are an integral part of the educational system. The continuation of Al-Azhar education in an environment of huge competitive types of pressure among different types of education depends on its ability to identify the strategic vision and development to graduate a competitive product (student) in the labour market.

Throughout the researcher’s work as a P.E. teacher at Al Al-Azhar institutes for more than 10 years, she noted that there is a huge gab of strategic vision at public education and Al-Azhar institutes which is a competitive feature for public education, requiring searching for leaders with strategic thoughts and have their own vision that strives to form an organisational identity for Al-Azhar institutes. Through learning more

about the previous studies such as Moussa Ahmad (2021) (12), Al-Moa'tasem Abdullah (2018) (3), Mahdi Salim (2022) (11).

Thus, the idea of the current study to know strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes was born. That became a necessary process now due to today's rapid evolving developments in educational institutions.

Research objective:

This research aims at knowing more about the reality of the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes.

Research question:

What is the reality of the Strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes?

Research terms:

The strategic vision

Taher El-Galabi and Wael Idris (2019) defined it as “the ability of the strategic leader to see the institution's future clearly and integrally, desire to adopt new goals, the ability to identify the available opportunities of the institution, and the ability to develop long term strategies. (9:10)

Strategic orientation

Hussein Badis (2014) defined it as “the set approach the institution applies to achieve an outstanding and continuous performance in its work flow, because the strategic orientation establishes an approach to enhance the organisation's continuous performance and reflect the managers' perception of their environment and their reaction to the surrounding environmental conditions. (6: 40)

Research procedures:

- Research methodology

The researcher used a descriptive approach of scanning and analytical method which is considered as the most appropriate approach for the nature of this research, its variables, and its goal achievement.

- Research community

All the P.E. teachers of Al-Azhar institutes in Cairo and their number (153) divided as:

- (34) P.E. teachers of east Azhari educational administration.
- (35) P.E. teachers of west Azhari educational administration.
- (33) P.E. teachers of North Azhari educational administration.
- (26) P.E. teachers of South Azhari educational administration.
- (10) P.E. teachers of Kattameya Azhari educational administration.
- (15) P.E. teachers of Maadi Azhari educational administration.

Table(1)
Description of research sample

Number	departments	Administration of Maadi	Administration of Al kattameya	Administration of South	Administration of North	Administration of West	Administration of East	Total
	samples							
1	Main sample	12	8	23	29	30	31	133
2	Survey sample	3	2	3	4	5	3	20
3	Total	15	10	26	33	35	34	153

Research sample.

The research sample was chosen using the total sampling method of (153) P.E. Male and female teachers of Al-Azhar institutes in Cairo in 2022/2023. divided as follows: -

Main research sample:

The number of the research main sample is about (133) P.E. Teachers of Al-Azhar educational department of Cairo.

Second: the research survey sample:

It was selected from research community and away from the key of (20) P.E. Male and female teachers of Al-Azhar educational department of Cairo.

Table (1) shows quantitative description of research sample.

- Data collection tools

First: Documents and records.

The researcher reviewed the private documents and records to know the number of educational departments in Al-Azhar educational administration in Cairo, and also to know the number of P.E. teachers in each department there, in addition to reviewing the scientific references, studies and previous researches of factors associated with the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes.

Second: Personal interview.

The researcher conducted interviews with some of the staff of the physical education office in Al-Azhar administration in Cairo, and Al-Azhar departments to identify the number of educational departments, teachers of each department, and the nature of phenomena.

Third: The questionnaire.

The researcher designed a questionnaire titled “the reality of the strategic vision and strategic orientation of P.E. teachers of Al-Azhar institutes” to collect the data of the current study.

- The exploratory study

The researcher conducted an exploratory study for data collection tools. She applied them on a sample of research community and away from the main sample based on (20) from 19/1/2023 to 4/2/2023 to identify its suitability and relationship to be applied on that sample.

Scientific parameters of the questionnaire

The researcher calculated scientific parameters of the surveys as follows:

First: Calculation of validity:

(A) Content validity through arbitrators:

The researcher presented the survey to a group of experts in the field of sports management numbered (10) to calculate content validity by expressing their opinions about the suitability of the survey of the reality of the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes, express also their opinions about how much sentences are appropriate, formulated, adequate and achieve the objectives. They also have the right delete, add, or edit what they see suitable. According to experts' opinions, no sentence was deleted to be the final image consists of (13) sentences.

(B) The validity of inner coherence

To calculate the validity of inner coherence of the survey, the researcher applied it on a sample of (20) male and female P.E. teachers of Al-Azhar institutes from the research community away from the original sample. he calculated correlation coefficients between each phrase's grade and overall grade of the survey. Table (2) shows that.

Table (2)
Correlation coefficients between each phrase's grade and overall grade of the survey of P.E. teachers of Al-Azhar institutes.

N= 20

The reality of the strategic vision and strategic orientation	
Number	Correlation coefficient
1	0.70
2	0.68
3	0.71
4	0.62
5	0.72
6	0.70
7	0.67
8	0.75
9	0.73
10	0.63
11	0.70
12	0.70
13	0.89

The value of the tabular "R" at the level of (0.05) = 0.361

Table (2) shows: -

Correlation coefficients between each phrase's grade and overall grade of the survey ranged between (0.62: 0.89) and they are statistical Correlation coefficients at the (0.05) level of significance so that the number of the survey phrases becomes 13 phrases.

The above-mentioned information refers to that the survey of the reality of the strategic vision and orientation of P.E. teachers of Al-Azhar institutes was acceptable regarding the validity

Second: The calculation of consistency:

The researcher used Cronbach's alpha coefficient to calculate the consistency of the survey of the strategic vision and orientation of P.E. teachers of Al-Azhar institutes. She applied it on a sample of (20) students from the research community and out of the main sample and the following table shows that.

Table (3)

The values of Cronbach's alpha coefficient to the survey of the reality of the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes

N= 20

The theme	Alpha coefficient value
The reality of the strategic vision and strategic orientation	0.89

Table (3) shows the following:

Alpha coefficient of the reality of the strategic vision and orientation survey of P.E. teachers at Al-Azhar institutes is (0.89) and it's a statistically significant coefficient which means that the survey has an acceptable consistency factor.

The researcher wrote the final form of the survey after calculating the scientific coefficient as a preliminary step for applying the survey on the main sample.

The Baseline study:

The researcher applied a survey form about the reality of the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes, subject to the research on the main sample of (133) teachers from 19/2/2023 to 4/5/2023. It was also applied electronically as a preliminary step to the statistical processing using SPSS program.

The researcher used a triple rating scale according to the experts' opinions, that was (agree) gets 3 points, (quietly) gets 2 points, (disagree) gets 1 point for phrases. Thus, the survey is considered as applicable.

Statistical treatments:

Table (4)
Rated degree, relative weight and the order of the research sample responses on the survey ((the reality of the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes).

N= 133

	Phrases	Response			Rated degree	Relative weight %	Order
		Agree	quietly	Disagree			
1	Developing the guiding plan and its stages (initial cycle, second cycle, and evaluating cycle) in terms of preparation steps and timing in a way that doesn't contradict with the implementation of the limited activities, projects, and programs, in coordination with the first director and being approved by general director.	64	26	43	287	71.9	3
2	Helping the teacher to get the physical education curriculum in different levels of education, so that the teacher must follow it throughout the school year.	32	55	46	252	63.1	7
3	Direct the mentors of educational departments and provide them with necessary instructions in accordance with the notices received from the higher level throughout monthly meetings.	81	2	50	297	74.4	2
4	Developing and coordinating plans for programs and activities with specialists in accordance with the financial allocations.	2	89	42	226	56.6	11
5	Developing modern and various teaching and learning strategies that align with each level of education, subject to the differences of student's abilities and tendencies.	15	81	37	244	61.1	8
6	Studying, distributing and complying with the comprehensive plan and the guiding bulletins received from the general administration of sports care to implement its contents, with continuous and intensive follow-up by mentors.	19	39	75	210	52.6	12
7	Paying attention to provide Al-Azhar institutes with sports equipment necessary for the class and practising the lessons and	55	12	66	255	63.9	6

	sports activities.						
8	Identifying a clear long term strategic vision.	33	32	68	231	57.8	9
9	Constantly updating and developing the strategic vision.	44	60	29	281	70.4	4
10	Providing and preparing all the available resources to achieve its strategy.	18	60	55	229	57.3	10
11	Benefiting from the successful experiences of the institutes concerning determining the leading orientation of P.E. teachers.	101	3	29	338	84.7	1
12	Persuading its employees to follow its strategic orientations to develop the educational process.	13	108	12	267	66.9	5
13	Developing strategic visions of managing crises and creating suitable solutions of problems.	6	21	106	166	41.6	13
The total score of the theme					3283	63,2	

Minimum of confidence = 0.61

Maximum of confidence = 0.73

After data collection, tabulation, it was statistically processed. for calculating the research results, the researcher used the following statistical methods:

- Percentages.
- Correlation coefficient.
- Cronbach's alpha coefficient.
- Rated degree.
- Relative weight.
- Frequency.

Reviewing and discussing the results:

The researcher adopted the relative weight of the research sample responses; 75% and more to accept phrases that refer that the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes is achieved in high degree, (60% to less than 75%) indicated that it is achieved in an average degree, and less than 60% indicates that it is achieved in a low degree.

Reviewing and discussing the results of the reality of the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes.

Table (4) shows that:

Sample responses to the survey (the reality of the strategic vision and strategic orientation of P.E. Teachers) phrases were varied as the relative weight ranged from (41.6%) for phrase (13) to (84.7%) for phrase (11).

The relative weight of phrase (11) is higher than (75%) which means that this phrase has strategic vision and orientation with high degree.

The relative weight of phrases (1,2,3,5,7,9,12) ranged from (60%) to less than (75%) which means that these survey phrases have strategic vision and orientation of P.E. teachers with average degree.

The relative weight of phrases (13,10,8,6,4) is less than (60%) which means that these phrases have strategic vision and orientation with a low degree.

The relative weight of the responses of the research sample to the survey phrases is (75%) which indicates the provision of the strategic vision and orientation of P.E. teachers is relatively high.

The researcher attributes the phrase number (11) getting the first order, stipulating (taking advantage of the successful institutes' experiences in determining the leading orientation of the P.E. teachers), with a relative weight of (84.7), to the determination of the strategic leading vision and orientation as one of the important practices of the strategic leadership plays an effective role to upgrade educational institution in order to become a leader in the educational field for achieving the institutional excellence.

This result aligns with the result of Mousa Ahmed's study (2021) (12). Its results show that there's a positive and a high-percentage impact among practising the strategic leadership and the leading orientation.

It also agrees with Moad'asem Abdullah's study (2018) (3), whose results show that the strategic leadership along with its dimensions (future vision, strategic orientation, investment in human capital, and logical

control) has a positive impact on the excellence of the institutional performance.

The researcher attributes the phrase (13) being ranked as thirteen and the last, stipulating (the development of the strategic visions to manage crises and create suitable solutions for the problems), with a relative weight of (41.6%) to that managing crises and solving problems is one of the high-level intellectual skills to understand the influencing factors upon work and finding solution of the related problems.

This result is different from Mahdi Salim's study (2022) (11) that its results show that there's a significant influential relationship of the strategic leadership practices including (determining the strategic vision, intrinsic capabilities, and establishing a balanced monitoring system) upon managing the crises.

The researcher concludes that the strategic vision and orientation require getting benefit from the successful experiences of the institutes in determining leading orientation of the P.E. teachers, and studying the general plan and directives.

Thus, the question of the research "what is the strategic vision and strategic orientation of P.E. teachers at Al-Azhar institutes?" has been answered.

Conclusions:

In the light of the research object, its questions, statistical treatments, and results, the researcher concludes that:

- **Strategic vision and strategic orientation of the P.E. teachers at Al- Al-Azhar institutes is achieved with moderate degree, Relative weight 63,2 %, it includes: -**

in the light of research aim, questions, statistical processors and research observations the researcher concludes that the strategic vision and direction has been achieved for physical education teachers in al azhar institutes by high degree with relative weight 75% and represented in

- A. get benefits from successful experience of institutes in determining the leadership direction role for physical education teachers
- B. providing super visors by reports coming from higher levels through monthly meetings

C. Setting up guiding plan by steps, setting up time that doesn't conflict with implementing activities and projects and specific programs.

Recommendations:

1. Developing strategic visions in crisis management and setting up suitable solutions for it
2. studying main plane and guidance leaflets from public administration for sports sponsorship to distribute and adhere to it
3. setting up plans for activities and programs and coordinate between both with experts in light of financial appropriations.

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