

Strategic Planning Skills and their Relation to Administrative Empowerment with Administrators of Sports Federations

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Introduction Research:

The departments of sports organizations strive to achieve strategies whenever the strategic plans of the bodies match their aspirations, the directions and aspirations of the employees to serve these strategies, and support the administrative empowerment of the employees, which contributes to the responsibility and enhance the confidence of both presidents and supervisors among them, Strategic planning means providing the opportunity for employees to understand more clearly and comprehensively what they can achieve,

When and how it can be done, discovering opportunities and solutions that are not known, and opening up to different perceptions and concepts that form the basis for finding different solutions to problems. And to organize efforts to implement decisions as a basis for administrative capacity (67: 4).

Strategic planning is a structured and comprehensive activity that focuses on interpreting and understanding the internal and external environmental variables of the

institution, identifying the strategic issues and issues facing the administration, and setting appropriate policies to deal with them (37: 6).

The strategic plan is characterized by simplicity, clarity and distance from complexity. The objectives must be realistic, feasible and appropriate for the available resources. The strategic plan has the most important elements: the availability of information in quantity and quality, the capabilities and needs are realistic, clarity of objectives and their ability to achieve priorities. The need for flexible alternatives and continuity of planning and implementation (56:10)

Strategic planning plays a key role in all levels and administrative activities and contributes to the creation of an organizational climate that achieves the success of the procedures and changes made by the management such as the orientation towards empowering the employees who need strategic planning skills to develop their abilities. Performance for the implementation of the

necessary activities in which business objectives or performance measures are developed at the individual and task force levels that are responsible for achieving the desired results (73:9).

Kumar 2016 points out that organizational culture is one of the most important factors influencing the empowerment of workers, through disparities in power and avoidance of uncertainty as one of the most important factors affecting the process of administrative empowerment. The organizational climate, which is characterized by employee appreciation, teamwork and effective communication, plays an influential role in the administrative empowerment of workers (63: 7)

Research problem:

The strategic planning process takes an important dimension in monitoring the future of Egyptian sport and predicting the challenges it may face, which negatively affect its efficiency and performance. Strategic management is the result of the development of the concept of strategic planning and the expansion of energy and its dimensions, thus providing a proper understanding of the importance of strategic planning and skills.

By administrative leaders, has become a necessity for the success of the administrative process, and thus contribute to the preparation and training of workers and establish the pillars of administrative empowerment for them (42:13)

Strategic planning works to initiate all expectations of changes in the environment, how to adapt to these changes, help to allocate all available resources, contribute to raising awareness among employees about change, familiarity with all threats and opportunities surrounding, and provide sound reasoning in the process of budget assessment, And organizing the sequencing process in all planning efforts across all administrative levels (68: 4).

Empowerment is to give individuals greater authority to exercise control and take responsibility or to use their power by encouraging them to make a decision (10:16).

Thus, the term empowerment includes the participation of the decision-making process with the other administrative levels and the more the individual's experience, skill and knowledge gains, the more ability to perform his work

efficiently and more efficiently and independently, and thus enables the individual and gives freedom to act and participate, and here lies the importance of adequate scientific qualification, And meetings and dialogue between management leaders and workers and the exchange of information and correct and transparent, transparent and clear and frank; increased sense of empowerment and freedom of action and a sense of ownership and belonging and the workers have the self-enthusiasm to improve performance, without passing Strict dome without a state of lack of confidence (53:14).

Empowerment in itself is a moral incentive for workers; however, it is not a free grant, as it involves participation in benefits; it also involves participation in risk, accountability for results and accountability.

Therefore, a system of incentives is needed that encourages employees to take responsibility so that those who invest in empowerment can achieve superior performance results and receive greater incentives, leading to competition between those who can better assume responsibility, efficiency, creativity and creative thinking (25:12), 55: 2).

The problem of the current study is determined in the attempt to identify the skills of strategic planning and its relationship to administrative empowerment in an attempt to form the leadership roles in the sports federations in a way that gives a greater area of authority and responsibility to the employees in accomplishing their tasks through their participation in decision making and delegating authority. In the interest of the level of strategic planning skills of employees, the level of administrative ability, and the nature of the correlation between these two basic variables, and what can be learned from the results of this study in light of the analysis and interpretation of the responses and views of the Working in the evaluation of the status quo of the pillars on which the administrative empowerment of employees, in light of what they gained from the skills of strategic planning.

Research goals:

The aim of the research is to identify the skills of strategic planning and its relation to the administrative empowerment of the administrative staff in the sports federations through the following:

1- The correlation between the degree of availability of strategic planning skills and

administrative empowerment among the administrative staff in the Egyptian sports federations.

2 - To identify the degree of strategic planning skills among employees of sports federations.

3 - To identify the degree of managerial ability among employees of sports federations.

Search Questions:

1. Is there a statistically significant correlation between the degree of availability of strategic planning skills and administrative empowerment among the administrative staff in the Egyptian sports federations?

2- What are the strategic planning skills of the administrative staff in the Egyptian sports federations?

3- What is the degree of availability of administrative empowerment of the employees (administrative) in the Egyptian sports federations?

Search procedures:

Research Methodology:

The researcher used the descriptive approach, which is based on describing the current situation of the workers in the sports federations and identifying their skills in the strategic planning and the level of administrative empowerment, with studying

the relationship between them and trying to interpret them.

The research sample:

The study sample was randomly selected for 76 administrative persons with 40.21% of the research community. In addition, 20 of the research community were selected from the same research community and 10.58% from the research community as an exploratory sample.

Data collection tools:

To achieve the objectives of the study, the researcher prepared the study tool which consisted of two parts. The first part consisted of (36) words representing (strategic planning skills) and the second part (29) represent administrative empowerment. The researcher prepared the data collection tools and presented them through the personal interviews of the experts specialized in the field of sports management, and taking into consideration what they indicated by deleting, adding or modifying, and building Data collection tools have been identified as follows:

1- The strategic planning skills and their themes:

- The first axis: the vision and the message (6) phrases.

- The second axis: Analysis of internal and external environment (6) phrases.

- The third axis: possessing the skill of the objectives and implementation of the strategy (6) phrases.
- Axis IV: Institutional Performance (6) words.
- Fifth axis: quality and development (6) phrases.
- Sixth axis: availability of facilities and facilities (6) phrases.
- 2 - Administrative Empowerment Form and its interlocutors:

- The first axis: psychological empowerment (6) phrases.
- The second axis: delegation of powers (5) phrases.
- Axis III: Effective communication and flow of information (6) phrases.
- The fourth axis: training and development of creative behavior (6) phrases.
- Axis 5: Incentives (6) phrases.

View results:

Table (1)
The correlation coefficients between axes and total of strategic planning skills and empowerment the administrative sample of the research (n = 76)

Serial	Axes	Psychological Empowerment	Delegation of authorities	Effective communication and information flow	Training and Creative Behavior Development	Incentives	Total
1	Vision and Mission.	0.361*	0.141	0.416*	0.424*	0.098	0.358*
2	Analysis of the internal and external environment.	0.425*	0.369*	0.617*	0.214	0.344*	0.323*
3	Have skill and strategy objectives.	0.510*	0.576*	0.532*	0.377*	0.463*	0.517*
4	Institutional performance.	0.537*	0.588*	0.556*	0.577*	0.645*	0.568*
5	Quality and development.	0.432*	0.416*	0.689*	0.568*	0.762*	0.613*
6	Availability of resources and support.	0.187	0.155	0.413*	0.466*	0.511*	0.473*
	Total	0.433*	0.408*	0.567*	0.371*	0.498*	0.462*

Indication of correlation coefficient (0.271) at (0.05):

Table (9) shows the existence of statistically significant correlation relations

between the axes and the total of the strategic planning skills and administrative

empowerment of the research sample as follows:

- There are statistically significant correlations between the skills of vision and mission and the axes of administrative ability (psychological empowerment - effective communication and flow of information - total administrative empowerment).
- There is a statistically significant correlation between the internal and external environment analysis skills of the federation and administrative empowerment axes (psychological empowerment - delegation of powers - effective communication and flow of information - incentives - total administrative empowerment).
- Between organizational performance skills and managerial empowerment (psycho-empowerment - delegation of powers - effective communication and information flow - training and creative behavior development - incentives - total managerial ability).
- There are statistically significant correlations

between quality and development skills and managerial empowerment (psycho-empowerment - delegation of powers - effective communication and flow of information - training and creative behavior development - incentives - total administrative capacity).

- There are statistically significant correlations between skills of availability of facilities and facilities and administrative empowerment (effective communication and flow of information - training and creative behavior development - incentives - total administrative empowerment).
 - There are statistically significant correlations between total strategic planning skills and administrative empowerment axes (psychological empowerment - delegation of authority - effective communication and information flow - training and creative behavior development - incentives - total administrative empowerment).
- First: Strategic Planning Skills Form:

Table (10)
The relative importance of the research sample in the terms of the first axis (vision and mission) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	The Federation's vision is clear and simple.	-	-	31	40.8	45	59.2	107	46.93
٢	The message of the Federation is accurate and clear	4	5.3	27	35.5	45	59.2	111	48.68
٣	The co-workers are engaged in letter formulation.	15	19.7	53	69.7	8	10.5	159	69.74
٤	The message highlights the real aspects of excellence of the Federation.	-	-	40	52.6	36	47.4	116	50.88
٥	The mission of the Federation shall be put in line with the values and beliefs of the community.	15	19.7	50	65.8	11	14.5	156	68.42
٦	The Federation explains the outputs of the training programs.	37	48.7	39	51.3	-	-	189	82.89

Table (10) shows that the relative importance of the research sample in the terms of

the first axis (vision and message) ranged from (46.93%: 82.89%).

Table (11)
The relative importance of the research sample in the terms of the second axis (analysis of the internal and external environment)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	The Federation highlights strengths and weaknesses in the internal and external environment of the Federation	15	19.7	53	69.7	8	10.5	159	69.74
٢	The Federation shall determine the needs of the members of the administrative body in a scientific manner.	34	44.7	38	50	4	5.3	182	79.82
٣	The Federation identifies threats and risks that surround it.	11	14.5	54	71.1	11	14.5	152	66.67
٤	The Federation highlights opportunities that can be utilized.	7	9.2	42	55.3	27	36.5	132	57.89
٥	The Federation determines the societal variables affecting it.	4	5.3	27	35.5	45	59.2	111	48.68
٦	The Federation identifies resources that can be utilized in the external environment.	10	13.1	33	43.4	33	43.4	129	56.58

Table (11) shows that the relative importance of the research sample in the terms of the second axis (analysis of

internal and external environment) ranged between (48.68%: 79.82%).

Table (12)
The relative importance of the research sample in the terms of the third axis (possessing the skill of the objectives and implementation of the strategy) (n = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
1	Comprehensive objectives for all departments.	46	60.5	30	39.5	-	-	198	86.84
2	Objectives are commensurate with the potential of the Federation.	27	35.5	49	64.5	-	-	179	78.51
3	Identify the resources needed to achieve the objectives of the Federation	18	23.7	54	71.1	4	5.3	166	72.81
4	The Federation has knowledge of the basics of building operational plans.	15	19.7	50	65.8	11	14.5	156	68.42
5	ITU participates in the development of operational plans.	12	15.8	23	30.3	41	53.9	123	53.95
6	The Federation establishes clear performance indicators that enable it to measure its performance.	40	52.6	36	47.4	-	-	192	84.21

Table (12) shows that the relative importance of the research sample in the terms of the third axis (possessing the

skill of the objectives and implementation of the strategy) ranged from (53.95%: 86.84%).

Table (13)
Relative importance of the research sample in the terms of the fourth axis (institutional performance) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	The Federation has an organizational structure with all its members.	43	56.6	33	43.4	-	-	195	85.53
٢	The Federation has working manuals for its activities and operations.	12	15.8	57	75	7	9.2	157	68.86
٣	The Federation conducts a periodic evaluation of the performance of its employees.	12	15.8	31	40.8	33	43.4	131	57.46
٤	The Federation documents services, activities and results.	31	40.8	41	53.9	4	5.3	179	78.51
٥	The Federation undertakes a periodic evaluation of the proposed programs.	24	31.6	46	60.5	6	7.9	170	74.56
٦	The Federation supports individual and collective initiatives.	12	15.8	31	40.8	33	43.4	131	57.46

Table (12) shows that the relative importance of the research sample in the terms of the fourth axis (institutional performance) ranged from (57.46%: 85.53%).

Table (14)
The relative importance of the research sample in the terms of the fifth axis (quality and development) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	The Federation provides the appropriate regulatory environment for applying quality to employees.	11	14.5	34	44.7	31	40.8	132	57.89
٢	Work on building a future work plan.	15	19.7	46	60.5	15	19.7	152	66.67
٣	The Federation sets a clear plan for the training of workers.	15	19.7	50	65.8	11	14.5	156	68.42
٤	There is a clear and specific administrative sequence.	15	19.7	41	53.9	20	26.3	147	64.47
٥	There is an effective system of motivation and motivation.	15	19.7	49	64.5	12	15.8	155	67.98
٦	The existence of a system for evaluation, control and audit.	37	48.7	35	46.1	4	5.3	185	81.14

Table (14) shows that the relative importance of the research sample in the terms of the fifth axis (quality and development) ranged between (57.89%: 81.14%).

Table (15)
The relative importance of the research sample in the terms of the sixth axis (availability of necessary Supports and facilities) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	Modern equipment is available for workers.	11	15.5	41	53.9	24	31.6	139	60.96
٢	Suitable rooms and lounges are available for various activities.	15	19.7	46	60.5	15	19.7	152	66.67
٣	The Federation encourages workers to experiment with new methods of work.	8	10.5	35	46.1	33	43.4	127	55.70
٤	The Federation awards rewards for new ideas submitted by employees.	19	25	42	55.3	15	19.7	156	68.42
٥	The Federation takes the views of the workers when making decisions.	7	9.2	38	50	31	40.8	128	56.14
٦	The Federation organizes training courses for those involved in strategic planning.	11	14.5	45	59.2	20	26.3	143	62.72

Table (15) shows that the relative importance of the research sample in the terms of the sixth axis (availability of necessary facilities and

facilities) ranged from 55.70% to 68.42%.

Second: Administrative Empowerment Form:

Table (16)
The relative importance of the research sample in the terms of the first axis (psychological empowerment) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	The work I do in the Federation is important and complementary to the strategic plan.	7	9.2	42	55.3	27	35.5	132	57.89
٢	I feel important when doing my work.	12	15.8	25	32.9	39	51.3	125	54.82
٣	I feel important to be part of the federation team.	11	14.5	45	59.2	20	26.3	143	62.72
٤	The work I do is valuable in the federation.	-	-	31	40.8	45	59.2	107	46.93
٥	I feel good about my work.	4	5.3	27	35.5	45	59.2	111	48.68
٦	I have the skills that enable me to do my job.	15	19.7	53	69.7	8	10.5	159	69.74

Table (16) shows that the relative importance of the research sample in the terms of the first axis (psychological empowerment) ranged from (46.93%: 69.74%).

Table (17)
The relative importance of the research sample in the terms of the second axis (delegation of powers) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	The Federation gives me sufficient authority to carry out my work	-	-	40	52.6	36	47.4	116	50.88
٢	The Federation trusts in my ability to perform the administrative tasks entrusted to me.	37	48.7	39	51.3	-	-	189	82.89
٣	The Federation is flexible enough to act in my mission.	15	19.7	50	65.8	11	14.5	156	68.42
٤	Leadership gives me the opportunity to make decisions independently.	15	19.7	53	69.7	8	10.5	159	69.74
٥	The Federation provides the necessary support to help me perform my work effectively.	7	9.2	42	55.3	27	36.5	132	57.89

Table (17) shows that the relative importance of the research sample in the terms of the second axis (delegation of authority) ranged from (50.88%: 82.89%).

Table (18)
The relative importance of the research sample in the terms of the third axis (effective communication and flow of information) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	I can get the information I want to do my work.	11	14.5	54	71.1	11	14.5	152	66.67
٢	I can reach the decision makers to explain the positions of my work.	34	44.7	38	50	4	5.3	182	79.82
٣	The Federation is interested in finding effective and advanced means of communication.	45	59.2	31	40.8	-	-	197	86.40
٤	ITU's communications system is effective.	28	36.8	48	63.2	-	-	180	78.95
٥	Information is exchanged between employees easily and effectively.	46	60.5	30	39.5	-	-	198	86.84
٦	There is a variety of methods and communication tools used by the Federation .	27	35.5	49	64.5	-	-	179	78.51

Table (18) shows that the relative importance of the research sample in the terms of the third axis (effective communication and flow of information) ranged from (78.51%: 86.84%).

Table (19)
The relative importance of the research sample in the terms of the fourth axis (training and development of creative behavior) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	. The Federation has a climate of work that encourages creativity and innovation	18	23.7	54	71.1	4	5.3	166	72.81
٢	The Federation provides training courses to develop my skills.	12	15.8	23	30.3	41	53.9	123	53.95
٣	The needs of staff for training programs are continuously identified.	-	-	40	52.6	36	47.4	116	50.88
٤	My training during my work earns me new skills.	27	35.5	49	64.5	-	-	179	78.51
٥	The work environment promotes professional growth.	12	15.8	31	40.8	33	43.4	131	57.46
٦	Training increases my ability to take responsibility.	12	15.8	57	75	7	9.2	157	68.86

Table (19) shows that the relative importance of the research sample in the terms of the fourth axis (training and development of creative behavior) ranged from (50.88%: 78.51%).

Table (20)
Relative importance of the research sample in the terms of the fifth axis (incentives) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
١	. The incentive systems used in the Federation vary	7	9.2	42	55.3	27	36.5	132	57.89
٢	With a good knowledge of the incentives and rewards system available.	5	6.6	40	52.6	31	40.8	126	55.26

Follow Table (20)
Relative importance of the research sample in the terms of the fifth axis (incentives) (N = 76)

Serial	Phrases	Yes		To some extent		No		Estimated total	Relative importance
		k	%	k	%	k	%		
٣	I feel fair to the promotions and incentives system in the federation .	12	15.8	31	40.8	33	43.4	131	57.46
٤	Compensation policy is an effective incentive for creativity and innovation.	31	40.8	41	53.9	4	5.3	179	78.51
٥	The incentives provided help me improve my business.	11	14.5	34	44.7	31	40.8	132	57.89
٦	The appreciation and respect of my leadership is a good motivation to work.	15	19.7	46	60.5	15	19.7	152	66.67

Table (20) shows that the relative importance of the research sample in the terms of the fifth axis (incentives) ranged between (55.26%: 78.51%).

Discussion of results:

In order to achieve the objectives of the research, and by presenting the results, and to answer the first question of the research, which states:

Is there a statistically significant correlation between the degree of availability of strategic planning skills and administrative empowerment

among the administrative staff in the Egyptian sports federations?

- Table (9) shows the existence of statistically significant relationship between the axes and the total of the strategic planning skills and administrative empowerment of the research sample as follows:

- There are statistically significant correlations between vision and message skills and administrative empowerment axes (psychological empowerment -

effective communication and flow of information - total administrative empowerment).

- There is a statistically significant correlation between the internal and external environment analysis skills of the federation and administrative empowerment axes (psychological empowerment - delegation of powers - effective communication and flow of information - incentives - total administrative empowerment).

- There are statistically significant correlations between organizational performance skills and administrative empowerment axes (psycho-empowerment - delegation of authority - effective communication and information flow - training and creative behavior development - incentives - total managerial empowerment).

- There are statistically significant correlations between quality and development skills and managerial empowerment (psychosocial empowerment - delegation of powers - effective communication and flow of information - training and creative behavior

development - incentives - total administrative empowerment).

- There are statistically significant correlations between the skills of availability of facilities and facilities and administrative empowerment (effective communication and information flow - training and creative behavior development - incentives - total administrative empowerment).

- Among the total strategic planning skills and administrative empowerment axes (psychological empowerment - delegation of authority - effective communication and information flow - training and creative behavior development - incentives - total administrative empowerment).

This is in line with what Badr Issa Al-Nawafel (2010) noted that strategic planning is an organized and comprehensive activity that focuses on interpreting and understanding the internal and external environmental variables of the institution, identifying the strategic issues and issues facing the administration and setting appropriate policies to deal with them. The success of

the actions and changes that the Department is making, such as the trend towards empowering those who need strategic planning skills to develop their capabilities,

In addition to the importance of providing a proper understanding of the importance of strategic planning and skills by the administrative leaders as a necessity for the success of the administrative process, and thus contributing to the preparation and training of employees and the establishment of administrative empowerment for them.

The results of the Kumar (2016) study agree that there is a positive effect of psychological empowerment in job satisfaction, commitment, creative behavior, and negative impact on job intentions, as well as an intermediate effect of psychological empowerment between organizational culture and job satisfaction.

In general, the relationship between the skills of strategic planning and the administrative empowerment aspects of the employees of the sports federations is clarified. The researcher aims to

cooperate and participate among the administrative leaders in each federation in developing a vision and a message for a strategic plan that clarifies the goals and the operational methods of their various stages. At the local, regional, continental and global levels, which is difficult to achieve except by empowering employees administratively, delegating authorities and other deportations through which excellence and proficiency in work are achieved as a result of In order to enable the workers, and in light of the above presented answer to the first question of the research?

In response to the second question of research, which states?

What are the strategic planning skills of the administrative staff in the Egyptian sports federations?

- The relative importance of the total research sample in the terms of the first axis (vision and message) ranged from (46.93%: 82.89%).
- The relative importance of the total research sample in the terms of the second axis (analysis of the internal and

external environment) ranged between (48.68%: 79.82%).

- The relative importance of the total research sample in the terms of the third axis (possessing the skill of the objectives and implementation of the strategy ranged between (53.95%: 86.84%).
- The relative importance of the overall research sample in the terms of the fourth axis (institutional performance) ranged from (57.46%: 85.53%).
- The relative importance of the total research sample in the terms of the fifth axis (quality and development) ranged from (57.89%: 81.14%).
- The relative importance of the total research sample in the terms of the sixth axis (availability of necessary facilities and facilities) ranged from (55.70%: 68.42%).

It is noted that the highest percentage of the first axis was the vision and the message was (the federation shows the outputs of the training programs) (82.89%).

Where the achievements of sports are the natural outputs of training programs for national teams, which any federation seeks to achieve,

and that the highest achievement in the second axis of strategic planning (analysis of the environment internal and external) (2) (79.82%), where this is a natural return to the requirements of the environmental analysis on which the sports federations rely on the preparation of their strategic plan and the highest percentages in the third axis of the strategic planning axes (possessing the skill of the objectives and implementation of the strategy) (86.84%). Each federation forms a group of specialized departments in the affairs of the players, competitions, financial affairs, technical affairs and referees, each with its objectives emanating from the general objectives of the Federation, which all are seeking to achieve.

Regarding the relative importance of the views of the research sample in the fourth axis of the strategic planning axes (institutional performance), the highest percentage is the number (1) (the federation has an organizational structure comprising all its members) (85.53%). This confirms the

above mentioned the existence of different departments The affairs of the Federation are regulated and therefore all fall under a clear organizational structure of the Federation , clear tasks and responsibilities, and administrative relations between each administration and the other departments of the organizational structure.

And the highest percentage in the fifth axis of strategic planning (quality and development) reached (81.14%) the phrase (6) (the existence of a system to conduct the evaluation and control and review) The researcher can return to the importance and clarity of the criteria of evaluation of sports federations, measured by the extent of achievements (4) low percentage (68.42%) (That the federation awards bonuses for new ideas provided by the employees).

This is in line with what Mr. Ali Juma (2012) has pointed out that the administrations of the sports bodies seek to achieve the strategies and the more the strategic plans of the bodies match their expectations, the more the directions and

aspirations of the employees to serve these strategies and support the administrative empowerment of the employees.

As Jaafar Abu Al-Qasim Ahmad (1991) pointed out the importance of developing performance at the level of individuals and teams who are responsible for achieving the desired results. In general, it is worth mentioning the importance of having employees of sports federations of strategic skills to improve their performance and achieve the objectives of the Federation. Answer the second query.

In order to achieve the third question of the research, which states:

What is the degree of administrative empowerment available to the administrative staff in the Egyptian sports federations?

- The relative importance of the total research sample in the terms of the first axis of administrative empowerment axes (psychological empowerment) ranged from (46.93%: 69.74%).
- The relative importance of the total research sample in the

terms of the second axis of administrative empowerment axes (50.88%: 82.89%).

- The relative importance of the total research sample in the terms of the third axis of administrative empowerment axes (effective communication and flow of information) ranged from (78.51%: 86.84%).

- The relative importance of the total research sample in the terms of the fourth axis of administrative empowerment (training and development of creative behavior) ranged from (50.88%: 78.51%).

- The relative importance of the overall research sample in the terms of the fifth axis (incentives) ranged between (55.26%: 78.51%).

(6) (I have the skills that enable me to do my work) and it is (69.74%) which represents a low percentage, and the second axis From the administrative empowerment axes, the highest (82.89%) is the number (2) (the federation trusts in my ability to perform the administrative tasks entrusted to me), indicating that the choice of the administrators of the federation is based on confidence in the

performance of the work and may be more Of the selection according to objective criteria announced, and the third axis of the axis of empowerment (Effective communication and flow of information) reached the highest (86.84%). The number (5) is easily and effectively exchanged between employees (86.40%) and (3) And the researcher can return it to the huge boom that has recently occurred in the emergence of many social media and the development of networks and devices of mobile phones available to almost all, and use of verbal or visual communication, or in the transfer of images of documents, which facilitated administrative communication between the two worlds, And the fourth axis of empowerment (Training and development of creative behavior) reached the highest (78.51%). The phrase (4) (training during my work earns me new skills) From the point of view of the employees that on-the-job training earns them new skills and thus the most important methods of administrative empowerment, Management Empowerment

(Incentives) The phrase (4) (compensation policy is an effective incentive for creativity and innovation) (78.51%).

This is in line with what Ahmad Alwan Shatha, Abdulrahman, Abdurrahman Abdulla (2011) and Samah Muayyad Mahmoud and Aseel Hadi Mahmoud (2007) have shown that empowering means giving individuals greater authority to exercise control and take responsibility or use their power. Empowerment, by itself, is a moral incentive for workers; however, it is not a free grant, as it involves participation in benefits; it also involves participation in risk, accountability for results and accountability. Therefore, there is a system of incentives that encourages employees to take responsibility so that those who invest in the empowerment to achieve superior performance results get greater incentives, and this leads to competition between the two possible to better assume responsibility, efficiency, creativity and creative thinking.

It is also consistent with the results of the study of Adib Barhoum (2017) that the

considerations that must be considered by the administration to make the workers more empowering, the correlation between the dimensions of empowerment (delegating authority - providing information - training and incentives).

Conclusions:

In light of the objectives of the research, and its results, and within the sample of the research, the researcher can conclude the following:

1- There is a positive correlative relation between statistical planning skills and administrative empowerment among administrative personnel in Egyptian sports federations.

2- The most important strategic planning skills in the axis of vision and mission was that the Federation shows the outputs of the training programs, and the least the vision of the Federation is clear and simple.

3- The most important strategic planning skills in the analysis of the internal and external environment of the Federation was that the Federation determines the needs of members of the administrative body in a scientific way, and

the least that the Federation determines the social variables that affect it.

4- The most important strategic planning skills in the possession of the skill of the objectives and implementation of the strategy was that the existence of objectives for all departments, and the least that the Federation involved in the development of operational plans.

5- The most important strategic planning skills in the field of institutional performance was that the Federation has an organizational structure that includes all its members, and the least was the Federation of the process of periodic evaluation of the performance of its employees, and to support the Federation individual and collective initiatives.

6- The most important skills of strategic planning in the axis of quality and development was the existence of a system to conduct evaluation, control and review, and the least was a clear and specific administrative sequence.

7- The most important strategic planning skills in the center of the necessary facilities and

facilities were awarded the Federation rewards for new ideas provided by the workers, and the least was that the Federation encourages workers to experience new methods of work.

8. Administrative empowerment in the sports federations is achieved through the axis of psychosocial empowerment by possessing the skills that enable them to work.

9- Administrative empowerment in the sports federations is achieved with confidence in the ability of the employees in carrying out the tasks entrusted to them.

10. The administrative empowerment of the sports federations is achieved in the exchange of information between the workers easily and effectively, and the Federation is interested in finding effective and advanced means of communication.

11- Administrative empowerment in the sports federations is achieved in the training axis and the development of creative behavior, through on-the-job training to acquire new skills.

12 - Compensation policy is an effective incentive for

creativity and innovation is one of the most important methods of administrative empowerment in sports federations.

Recommendations:

In the light of the research objectives, and presenting the results, and within the sample of the research, the researcher can recommend the following:

1- The necessity of the participation of administrative staff in sports federations in the discussion and development of the vision and mission of their federations, and announcing them after their adoption to be attended by all the federation's members. The seminar will also discuss the strategic planning of the federation and its relation to the strategic plan of the Egyptian Olympic Committee.

2- To work on developing the creative behavior of the employees of the Federation, through their support of the elements of administrative empowerment, their participation in decision-making, the delegation of authority, and to instill confidence in them and assume the responsibilities of what they do to enable them psychologically and functionally.

3- Preparing an integrated work program that the administrative leaders of the

Federation seeks to implement, including the number and refinement of the administrative staff of the Federation, and assess the level of their skills in strategic planning, and the methods available to support their administrative empowerment.

4. The Federation shall conduct a periodic evaluation of the performance of its employees and shall support individual and collective initiatives.

5. The Federation should encourage workers to experiment with new methods of work.

6- Paying attention to material and moral incentives for administrative staff, to support them to achieve excellence and innovation in their work.

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