



Relationship Between Internal Organizational Strategic Planning in Ardabil Province Sports Bureau

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ABSTRACT

The aim of this study was to investigate the relationship between internal organizational strategic planning in the sports Ardabil. The study of the purpose and the method is descriptive survey was conducted through random. The population consists of people employed (president, vice president, treasury guard, responsible for public relations, etc.) in Ardabil province is sports bureau. According to the Centre for Statistics and Information in 1394 to 714 people. About 214 random samples were selected based on Morgan table. Data was collected using a questionnaire tools of internal organizational factors and for the measurement of strategic planning strategic planning model questionnaire was used. Content validity of the questionnaire approved by the sports management and their reliability by Cronbach's alpha of 0.86, 0.89, respectively. For the analysis of descriptive statistics including frequency, mean, standard deviation and in inferential statistics, the data were normalized Spearman non-parametric test was used to test the hypotheses and in the end the most important aspects of regression tests for predictive factors were used within the organization on strategic planning. The results showed that among the factors within the organization and its components (management's commitment to knowledge sharing, knowledge sharing appropriate technology, space, social interaction, trust between staff, reward structures and different positions) There is a significant positive relationship with strategic planning. So, based on regression models, we can conclude that internal factors explain the components of the strategic plan for the province sports bureau.

Keywords: Inter-organizational factors, strategic planning, board sports, Ardabil

INTRODUCTION

Features within the organization, part of the resources are vital to success. Therefore, more than ever, to identify these features and how their impact on the organization's output, in today's rapidly changing environment, it seems necessary and inevitable. This includes an extensive set of relatively stable internal factors such as culture, structure, political power and features that environment and the range of organizations form [1]. In today's world that changes and developments in various fields are remarkable. Enterprise systems in order to achieve success in the competition should benefit from the kind of planning that is future-oriented and environment so to identify the factors and environmental changes, in a long-term time horizon of their impact on the organization and how they interact with your organization to determine. This type of planning in the strategic planning that to review the internal and external environment, environmental opportunities and threats and internal strengths and weaknesses and identifies and also considering the organization's mission, set long-term goals for the organization and to achieve these goals, the strategic options we chose the strategy drawing on strengths and eliminate weaknesses, opportunities come from properly use and avoids threats to the organization's success in the competition if run properly. The sports world by clubs in large, medium, and smaller done. These clubs operate in a changing environment and competitive market. So, for success requires strategic planning. So, that most models offered in this area due to the characteristics of clubs

and perhaps that is why they can easily and at any time they attempted to strategic planning. If strategic planning models and quantitative studies of small clubs offered and they have little experience in using this type of planning also indicate the situation [2]. This study intends to identify the link between strategic planning and organizational factors within the sports bureau of Ardabil province studies for sports clubs and youth and sport department of Ardabil offer so that they can be aware of the differences in order to achieve greater success, strategically plan their activities.

Intellectual property collective mental ability or knowledge is the key to a collection term “internal communication” refers to communications between managers and experts within an organization. Obviously, this connection optimizes how to optimize communications with customers more effective [3]. Strategic planning is a planning process now through the foresight and the militant group has carried one of the major elements in management, planning infrastructure planning and process management elements that organizations in the framework of all activities and its efforts on targets, and how it is attained in each other the way mergers and acquisitions and aims at achieving organizational results. To manage all the resources under your authority should have a proper plan. It is essential platform of your current programs, with mechanisms to evaluate strategic opportunities complete discovery environment this is the first step in a strategic move. In the organization, an important factor in raising achievement, planning and intellectual capital that is the source of guidance [4]. Unfortunately, due to the fundamental lack of strategic planning, organizational structure, management, intellectual, and internal and external, exercise province is experiencing decline and in competing in the country and the world recession has passed and is now in good conditions is not fragile. The results of many studies of province successfully shows that despite the organization’s strategic planning and internal factors in the success of any province in the country and the world, sport has a considerable impact. In addition, less research in relation to strategic planning, organizational factors in Ardabil province. This research is a field research in the province of Ardabil in order to examine the relationships between the organization’s strategic planning board sports organizational and strategic planning is important in many ways. Firstly, because the subject is exquisite course of the study will be the basis for future studies. Second, there is now the basis for the development of sports in the country’s sports development. This study good strategy for organizational change and adjust their policies to achieve the goals and strategic sport in the province and the country will. This study is now trying to examine the relationship between organizational factors within strategic planning model and board of Ardabil province’s sports and researchers seeking answers to question whether the factors within the organization with strategic planning model in Ardabil province sports bureau there [5].

Due to changing situations and situations that are dynamically changing and metamorphic, not necessarily in a situation that we should be self-conscious about their future. So that we can remain competitive and to make a conscious decision about the future sports bureau, informed and based on research, based on analysis to be made Should the future of the organization and the sport and situations that are scheduled to take place in the future with knowledge and information and act based on careful analysis there are also many opportunities for sporting bodies and put them in a dominant position and within the framework of the strategic plan that will leverage and by resorting to strategic planning to show their superiority in this area and the ability to put them in a better position to areas to bring that strategic planning is a priority program in the province sports bureau. So, desperate need of sports Ardabil to create a planning system and organizational factors within the board should be a priority and main task is the provincial sport and managers and practitioners. Mazidi and Naseri, in a study came to the conclusion that among the factors within the organization with strategic thinking and there is a significant positive relationship [6]. Hosseini, et al. in a study concluded that perception of justice within and outside an organization’s intellectual capital and have a positive impact [7]. Therefore, it can be argued that if employees of an organization have positive perceptions of behaviours justice-oriented organizations, intellectual capital will also increase. Also, relationship between employee perceptions of organizational justice and justice was confirmed external.

METHODOLOGY

This study is applied and descriptive-correlation, which is based survey. The population of active people working in sports delegation including the chairman, vice chairman, treasurer, public relations officer, and Ardabil province is according to the Centre for Statistics and Information in 1394 to 714 people. In this study, based on a sample table-Morgan attempted to determine the maximum random sampling of the population and the size of 248 subjects were chosen and then questionnaire was distributed among them after 214 usable questionnaires were collected. To assess inter-organizational factors Ardabil province sports bureau questionnaire inter-organizational factors

Fazili and Alishahi [1] which consists of 1-Management's commitment to sharing knowledge (questions 1 to 4), 2-Appropriate technology knowledge sharing (from Question 5 to 8), 3-Social interaction space (questions 9 and 11), 4-Trust between staff (questions 12 and 14), 5-Reward structure (questions 15 and 17), 6-difference in the position (of questions 18 to 20) that 5 point Likert scale (1=very little, 2=poor, 3=average, 4=high, very high=5) is used. content and face validity of the questionnaire survey the sports management and reliability of the questionnaire in this study were obtained using Cronbach's alpha 0.70. To assess the strategic planning model questionnaire (Bryson) [5] is used. The questionnaire consists of initial agreement (the questions 1 to 4), duties (of questions 5 to 7), setting the mission statement and organizational environment (questions 8 to 13), determination of strategic issues (questions 14 and 21), vision (questions 22 to 27) and action plan (questions 28 to 29). Content validity of the questionnaire approved by the sports management and their reliability by Cronbach's alpha of 0.86, 0.89, respectively. For the analysis of descriptive statistics including frequency, mean, standard deviation and in inferential statistics, Kolmogorov-Smirnov for normality of the data and the data were normalized Spearman nonparametric test was used to test the hypotheses and in the end the most important aspects of regression tests for predictive factors were used within the organization on strategic planning.

RESULTS

Data in Table 1 shows distribution of the sample according to gender, age and education level.

Of the participants, 26% of the subjects were female and 74% of the male subjects, 55 females and 159 males. Maximum sample consists of 46.7% aged between 40 and 30 years and at least 15.0% of the samples contained less than 30 years of age. Among people with a bachelor's degree and frequency of 137 and 64% of the highest sample and graduate level with a frequency of 29% and 13.6% of the lowest education levels are sample.

Normality and population data, Kolmogorov-Smirnov was used. Results are presented in the following Tables.

Tables 2 and 3 level of significance smaller than 0.05. Hence it can be said that the distribution of nonparametric Spearman correlation test population is not normal so used to test the hypotheses.

First hypothesis

H_0 : Between internal factors and strategic planning in the province sports bureau, there is no relationship.

H_1 : Between internal factors with strategic planning exercise in the province are related.

The first hypothesis of the study results is given in Table 4. Using Spearman correlation analysis indicate a significant

Table 1 Frequency distribution and percentage of subjects according to sex, age and education level

Sex		Age			Level of Education			
Man	Abundance	159	Fewer 30 age	Abundance	32	Diploma	Abundance	48
				Percent	15		Percent	22.4
	Percent	74	30-40 age	Abundance	100	Bachelor	Abundance	137
				Percent	46.7		Percent	64
Women	Abundance	55	40-50 age	Abundance	47	Master's degree or higher	Abundance	29
				Percent	22		Percent	13.6
	Percent	26	Up to 50 age	Abundance	35	-	-	-
				Percent	16.3		-	-

Table 2 Check the normality of the components of internal factors and its components

Components	Abundance	Kolmogorov-Smirnov Statistic	Significance Level
Management's commitment to sharing knowledge	214	2.032	0.001
Appropriate technology knowledge sharing	214	2.36	0.000
Social interaction space	214	2.44	0.000
Intellectual Capital	214	3.205	0.000
Trust between staff	214	3.229	0.000
Reward structure	214	3.228	0.000

Table 3 Normality and strategic planning and its components

Components	Abundance	Kolmogorov-Smirnov Statistic	Significance Level
Preliminary agreement	214	2.605	0.000
Assign tasks	214	2.879	0.000
Mission and organization environment	214	3.090	0.000
Strategic issues	214	2.792	0.000
Vision	214	2.650	0.000
Action plan	214	2.734	0.000
strategic planning	214	2.318	0.000

Table 4 Correlation matrix relationship between intellectual capital and strategic planning Ardabil province sports bureau

Factors	Strategic planning board Sports Ardabil			
	Correlation	Meaningful level	Number	Test result
Internal factors	0.968	0.000	214	Rejection H0

positive relationship between internal factors and strategic planning in the sports bureau of Ardabil province of (R=0.968) and significant level of value (sig=0.000). Therefore, the null hypothesis of independent variables in the hypothesis (H_0) is confirmed and conclude that the internal factors with strategic planning exercise in the province and there is a significant positive relationship.

Second hypothesis

H_0 : Between the components of internal factors with strategic planning in Ardabil province sports bureau, there is no relationship.

H_1 : Between internal factors and strategic planning in the province sports bureau there.

The results of the study in Table 5 study [5]. Spearman correlation analysis showed a broadly positive and significant relationship with between Management's commitment to knowledge sharing components with strategic planning in board sports in Ardebil With amount (R=0.913) and a significant level of value (sig=0.000), between components existence of appropriate technology, knowledge sharing with strategic planning with amount (R=0.780) and a significant level of value (sig=0.000), between space component of social interaction with strategic planning with amount (R=0.911) and a significant level of value (sig=0.000), between intellectual capital with strategic planning with amount (R=0.925) and a significant level of value (sig=0.000), between trust between staff with strategic planning with amount (R=0.874) and a significant level of value (sig=0.000), between Reward structure with strategic planning with amount (R=0.912) and a significant level of value (sig=0.000). Therefore, the null hypothesis of independent variables in the hypothesis (H_0) is confirmed and conclude that the components of internal factors with strategic planning Sports Bureau province there is a significant positive relationship.

Third hypothesis

H_0 : Internal factors components of the predictive power of strategic planning in the province are not sports.

H_1 : Internal factors components of the predictive power of strategic planning in board sports have Ardabil province.

Regression analysis shows the components of intellectual capital that among the predictor variables entered in the regression model in the final model, all variables were entered into the regression equation and almost 95% of variance explained their criteria for research. According to the statistics Table 6, it can be said that the correlation coefficient is equal to 97%. And indicates a high correlation between the components of the strategic planning of internal organizational Sports Bureau Ardebil province and the square of the coefficient of determination is 95% and R_2 value shows how much of the criterion variable of strategic planning in the province sports bureau, can be predicted by changing the components of internal organizational factors to be determined.

Table 7 shows significant coefficients F test due to the significant F test value of 0.01 to be told that the smaller error regression model of the study predictive factors include management's commitment to knowledge sharing,

knowledge sharing appropriate technology, Space of social interaction, trust between staff, reward structure and situational differences and variable strategic planning Ardabil province sports bureau was a good model and overall strategic planning variables predictor variables can explain Ardabil province sports bureau, therefore the regression model confirmed in other words, the predictor variables including management's commitment to knowledge sharing, Appropriate technology knowledge sharing, social interaction space, trust between staff, reward structure and situational differences strategic planning changes in board sports can explain Ardabil province (Table 8).

Analysis of variance showed that the component of management's commitment to knowledge sharing, knowledge sharing appropriate technology, Space of social interaction, trust between staff, reward structure and the differences are not significant position changes in criteria (strategic planning sports bureau province) to predict and explain In other words, are significant explanatory model adjusted coefficient of determination among the variables that are entered into the equation criterion variable (strategic planning sports bureau province), respectively, of the variable 1- Trust staff 2- Reward structure 3- Social interaction space 4- Situational differences 5- Appropriate technology knowledge sharing 6- Management's commitment to knowledge sharing most affected.

DISCUSSION AND CONCLUSION

In relation to the first hypothesis that between among the factors within the organization with strategic planning exercise in the province there is a significant positive relationship consistent with the findings of Faridi and Naseri [6], Boron and Norsina [8], Gholipour, et al. [9], Hagigi, et al. [10] and European Commission [11].

The above findings can be explained by factors within the organization said that in order to attract strategies, coordination of activities and the creation of unity and loyalty of members to serve staff and board sports teams

Table 5 The correlation matrix relationship between internal factors and strategic planning Ardabil province sports bureau

Components	Strategic planning board Sports Ardabil			
	Correlation	Meaningful level	Number	Test result
Management's commitment to sharing knowledge	0.913	0.000	214	Rejection H0
Appropriate technology knowledge sharing	0.780	0.000	214	Rejection H0
Social interaction space	0.911	0.000	214	Rejection H0
Intellectual Capital	0.925	0.000	214	Rejection H0
Trust between staff	0.874	0.000	214	Rejection H0
Reward structure	0.912	0.000	214	Rejection H0

Table 6 Multiple regression statistics internal factors components

Correlation	Coefficient of determination	Adjusted coefficient of determination	Standard error of the mean
0.979	0.958	0.956	5746.4

Table 7 Multiple regression analysis of variance (ANOVA) strategic planning of the components of internal factors

Source Initiatives	df	Sum of squares	Mean Square	F statistic	Significance level
Effect of regression	6	100032.562	16672.094	796.651	0.000
Remained	207	4332.041	20.928		
Total	213	104364.603	-		

Table 8 Statistics related to the predictor variables (internal factors) entered the regression model

Variable name	B	Standard deviation	Beta	T	Significance Level
Constant	4.476	1.793	-	2.496	0.013
Management's commitment to sharing knowledge	0.308	0.992	0.011	0.310	0.035
Appropriate technology knowledge sharing	3.909	0.804	0.150	4.860	0.000
Social interaction space	5.621	0.994	0.204	5.652	0.000
Intellectual Capital	7.002	1.905	0.289	3.675	0.000
Trust between staff	5.869	0.985	0.225	5.955	0.000
Reward structure	4.329	1.76	0.176	2.458	0.015

and sports activities can be increased. And using the mechanism of temporary coalition of business, share ideas and information sharing on strategic planning committees, Staff and board sports athletes are encouraged to successfully secured.

In relation to the Second hypothesis that the observed results between the internal components of the strategic planning exercise in the province there is a significant positive relationship. Is consistent with the findings of Boron and Norsina [8], Arnold, et al. [12] and European Commission [11].

In explaining these findings can be said that internal factors are part of the resources is vital to the success of sports. According to the regression results indicated that trust between staff, reward structure and social interaction space in the first place to third and these three factors than other factors, positive and significant relationship with strategic planning Therefore, more attention to these features and how they influence the sports emissions in the environment is essential to quickly change sports. And can capitalize on the components internal factors and incorporate them in their strategic planning and operation of all employees according to regulations designed to successfully Sports Bureau province of Ardabil compared to other delegations had hoped. On the other hand, if the organizational structures and internal factors to be understood by staff and management board sports you can determine and implement effective strategic plans are on board.

In relation to the third in hypothesis that internal components of the predictive power of strategic planning in board sports have Ardabil province. Is consistent with the findings of Arnold, et al. [12].

In explaining these findings, it can be said that the components of trust between staff, reward structure and social interaction space respectively, in priority first to third inter-organizational factors that can predict with strategic planning. And it seems that if trust is to be hoped that the delegation staff that Staff relative to each other in the strict implementation of the strategic planning exercise and assignment entrusted to each one of them was committed or if the structure of rewards and incentives in the sport is based on merit social interaction between staff and athletes in sports staff and clientele expands [13-16].

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