

The Extent of Implementation of Policies and Strategic Plans Through the Application of Administrative Governance Indicators at the Ministry of Youth and Sports of the Republic of Yemen

مدى تطبيق السياسات والخطط الاستراتيجية من خلال تفعيل مؤشرات الحوكمة الإدارية في وزارة الشباب والرياضة بالجمهورية اليمنية

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**Abstract:**

The study aimed to identify the extent to which policies and strategic plans are implemented at the Ministry of Youth and Sports in the Republic of Yemen, as well as the significance of statistical differences. A descriptive approach was used on a sample of 100 individuals, collected via a questionnaire. The results indicated that the overall level of implementation was low. There were no statistically significant differences in the opinions of the study sample attributed to the gender variable, while there were statistically significant differences in the opinions of the study sample attributed to the status variable in favor of coaches, and in educational qualifications in favor of those holding a bachelor's degree.

**Keywords:** Governance, strategic plans, Republic of Yemen.

**المخلص:**

هدفت الدراسة إلى التعرف على مدى تطبيق السياسات والخطط الاستراتيجية في وزارة الشباب والرياضة بالجمهورية اليمنية، ودلالة الفروق الإحصائية، وتم استخدام المنهج الوصفي على عينة بلغت (100) فرد، وتم ذلك بواسطة استمارة الاستبيان، وتم التوصل إلى أن مدى التطبيق بشكل عام جاءت بدرجة قليلة، ولا توجد فروق إحصائية بين آراء أفراد عينة الدراسة، تعزى لمتغير الجنس، بينما توجد فروق إحصائية بين آراء أفراد عينة الدراسة، تعزى لمتغير الصفة لصالح المدربين، وفي المؤهل العلمي لصالح الحاصلين على درجة البكالوريوس. الكلمات المفتاحية: - الحوكمة، الخطط الاستراتيجية، الجمهورية اليمنية.

### **1- Introduction to the Study:**

Institutional **and** technological development, along with the constant changes of the present day, necessitate the diversification of policies and strategic plans to keep pace with these ongoing changes. These changes form the foundation of progress in various administrative fields, and their implementation is considered the primary means of keeping pace with this development. It was therefore necessary to examine these developments, understand their principles, content, and outcomes, and assess their effectiveness in light of the current reality and the evolving information revolution.

In light of these global developments, particularly globalization, new administrative terms have emerged. Among these, we will discuss one of the most significant: governance-based management. This term has gained considerable importance for emerging democracies due to the severe weaknesses in their legal systems, as well as in oversight, guidance, and monitoring, and a lack of transparency, which has led to economic stagnation, prompting these countries to reassess their development policies and adhere to the principles of governance. (Youssef, 2018)

Governance-based management is considered one of the most essential and necessary processes for ensuring the proper functioning of institutions and confirming the integrity of their management, in order to fulfill obligations and commitments and to ensure that organizations achieve their objectives in a legally and economically sound manner. This is achieved through the implementation of policies and strategic plans, in addition to the control mechanisms they provide to enhance quality and improve performance. (Al-Hayek, 2016)

This is where the role of administrative governance comes in to assess the extent of its success or failure in achieving its intended objectives. This is done by relying on indicators that show whether the institution's policies and plans are sound or need adjustment. These indicators, embodied in administrative governance, help improve and develop the level of administrative performance, and in the decision-making process within the organization. (Bin Zaghdha, 2019)

Based on the foregoing, researchers recognize the importance of studying the reality of policy implementation and strategic planning within the Ministry of Youth and Sports of the Republic of Yemen. They conclude that the Ministry is in dire need of an effective performance evaluation system at all administrative levels to identify strengths and weaknesses, correct errors, and address performance deviations. This system would serve as the basis for all its decisions and plans, minimize waste of effort, time, and resources, and thereby achieve the desired objectives and fulfill the Ministry's mission, which is to develop capable and skilled employees who can meet the needs of the labor market with strength and high efficiency.

## **2- Research Problem:**

There is currently growing interest in business ethics, and organizations are competing to issue codes of professional conduct, whereas previously efficiency was the sole focus, and the path was the primary goal and sole responsibility of the work. After formulating objectives and policies in a way that highlights the ethical responsibility of institutions, interest has increased in the fight against administrative and financial corruption, as well as in transparency and the integrity of procedures across all state institutions. Furthermore, governance is not merely a matter of good ethics; it is beneficial to institutions when policies and strategic plans are implemented, thereby preventing future financial crises. Adhering to sound governance principles creates the necessary safeguards

against corruption and mismanagement, while ensuring transparency in economic life. (Najm, 2015)

Based on the above, researchers observed that administrative performance in Yemen's Ministry of Youth and Sports clearly suffers from problems and shortcomings resulting from decades of extreme centralization, a hierarchical and multi-tiered administrative structure, and the limited authority granted to employees—factors that have become obstacles to development and reform aspirations. Therefore, it was appropriate to build a modern, capable institution one that adopts performance improvement as a philosophy and methodology in managing its staff, in addition to the advent of globalization and the rapid growth and proliferation of knowledge. To address all these issues, the Ministry must adopt advanced concepts to raise the level of administrative performance and achieve the desired objectives through the implementation of policies and strategic plans.

### **3- Objectives of the Study:**

The study aims to achieve the following: -

- 1- To assess the extent to which strategic policies and plans are implemented by analyzing administrative governance indicators at the Ministry of Youth and Sports of the Republic of Yemen.
- 2- To identify statistically significant differences in the extent of implementation of policies and strategic plans through the activation of administrative governance indicators at the Ministry of Youth and Sports in the Republic of Yemen, according to the study variables (gender, status, and educational qualification).

### **4- Research Questions:**

1- To what extent are strategic policies and plans implemented through the activation of administrative governance indicators at the Ministry of Youth and Sports in the Republic of Yemen?

2- Are there statistically significant differences in the extent of implementation of policies and strategic plans through the activation of administrative governance indicators at the Ministry of Youth and Sports in the Republic of Yemen according to the study variables (gender, status, and educational qualification)?

#### **5- Areas of Study:**

1- Human Domain: Employees of the Ministry of Youth and Sports and its affiliated agencies.

2- Spatial Domain: The Ministry of Youth and Sports and its affiliated agencies in (the Capital Secretariat, Sana'a).

3- Temporal scope: From August 1, 2022, to January 10, 2023.

#### **Study Terminology:**

1- Governance: A set of administrative rules and procedures that define decision-making and the monitoring and oversight of operations within and outside the organization. (Rababa and Al-Sharman, 2017)

2- Strategic planning: Long-term planning that takes into account internal and external variables and identifies target sectors and segments as well as the approach to competition. (Al-Sukarnah, 2010, 91)

#### **6- Previous studies:**

1- The study by Tahiri and Lajjal (2025) aims to examine the role of applying administrative governance indicators in improving decision-making within sports clubs in the Annaba Regional Football League in particular, and Algerian sports clubs in general. This was achieved through the use of a descriptive-analytical approach and the distribution of a questionnaire to the administrations of clubs affiliated with the Annaba Regional Football League,

yielding the following results: The application of governance principles played a moderate role in improving decision-making within sports clubs in the Annaba Regional Football League.

2- The study by Zagaar and Bousaq (2023) aimed to examine the role of governance principles in enhancing the effectiveness of strategic planning in sports organizations. A descriptive approach was adopted, using a questionnaire as a data collection tool, which was distributed to a study sample of 20 employees selected randomly. The study concluded that certain governance principles, such as disclosure, transparency, and equality, play a positive role in enhancing the effectiveness of strategic planning in sports organizations.

3- The study by Al-Khatib and Mazhar (2019) aimed to identify the reality of governance principles in Palestinian sports. The researchers used a descriptive approach, and the study sample included 258 individuals selected randomly. A questionnaire was used as the data collection tool. The results showed that governance indicators were generally at a low level, with the “transparency indicator” being the lowest. The researcher concluded that there is significant weakness and a decline in most governance indicators in Palestinian sports.

## **7- Study Procedures:**

1- Research Methodology: A descriptive approach was used.

2- Study Sample: The study sample consisted of 100 academics, administrators, coaches, and athletes from the Ministry of Youth and Sports and its affiliated bodies.

3- Research Tools:

- Reviewing previous research, sources, and studies to define the core scope of the study.

- Surveying experts on the suitability of the defined scope for the study topic, through which the reality of policy and strategic plan implementation will be assessed.
- Developing 30 appropriate statements that fall within the scope of the study.

#### 4- Content Validity: -

The study tool was presented in its preliminary form to experts from various physical education faculties at Sana'a University, Hodeidah University, the Arab Republic of Egypt, and Algeria, totaling 15 experts. Based on their consensus, some questionnaire items were revised, and paragraphs that fell below the threshold accepted by the researchers (80%) were deleted. The total number of items was 23, through which the reality of the implementation of policies and strategic plans in the Ministry of Youth and Sports is assessed by activating administrative governance indicators.

#### 5. Statistical Analyses:

##### 1. Measurement of the Research Instrument's Validity:

The correlation coefficient between the items and their respective domains was calculated to assess internal consistency; two items were excluded because they were not relevant to the study's domain, and the results of the scale's validity showed a very high statistical significance, The correlation coefficient was strong; most items also reached the significance level (less than or equal to 0.01), ranging from (0.506\*\*0 – 0.937\*\*0) for the correlation coefficient between each item and its domain. These results indicate that the scale is valid for what it was designed to measure.

##### 2. Reliability Analysis:

**Table (1)**  
**Cronbach's Alpha Coefficient for the Reliability of the Questionnaire on the**  
**Implementation of Policies and Strategic Plans**

| Dimension                                   | Number<br>of Items | Reliability<br>Coefficient | Internal<br>Consistency |
|---------------------------------------------|--------------------|----------------------------|-------------------------|
| Development of Policies and Strategic Plans | 21                 | 0.963                      | 0.981                   |

Table No. (1) shows the following: The Cronbach's alpha coefficient for calculating the reliability of the questionnaire was very high; specifically, the internal consistency coefficient was (0.963), and the reliability coefficient was (.9290), confirming the high reliability of the questionnaire.

#### **8- Statistical Methods:**

- 1- Pearson's correlation coefficient.
- 2- Cronbach's alpha and internal consistency.
- 3- Arithmetic mean.
- 4- Standard deviation.
- 5- Frequencies and relative importance.
- 6- Independent samples t-test
- 7- One-way analysis of variance (ANOVA).
- 8- LSD test.

#### **9- Presentation and discussion of results**

- 1- Presentation and Discussion of the Results of the First Research Question

To answer the first research question, which states, "To what extent are policies and strategic plans implemented through the activation of administrative governance indicators in the Ministry of Youth and Sports of the Republic of Yemen?" the results were as follows: -

Table (2)

Table (7) Statistical Analysis of the Paragraphs in the Study Area

|   | Item                                                                                                                                                          | Average | Deviation | As for | The meaning | Ranking |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------|--------|-------------|---------|
| 1 | The existence of management strategies and plans for achieving the Ministry's objectives.                                                                     | 2.00    | .943      | %40    | A few       | 11      |
| 2 | The existence of an effective, independent financial oversight body within the executive organizational units that reports directly to the highest authority. | 2.09    | 1.045     | %42    | قليلة       | 7       |
| 3 | The Ministry's strategic plans are aligned with the state's vision and plan.                                                                                  | 2.30    | 1.176     | %46    | قليلة       | 4       |
| 4 | The existence of a long-term strategic plan that reflects the Ministry's role and functions.                                                                  | 2.05    | .999      | %41    | قليلة       | 8       |
| 5 | The Ministry's financial regulations support the Ministry's strategy.                                                                                         | 1.92    | .981      | %38    | قليلة       | 16      |
| 6 | Each department has a strategy derived from the ministry's overall strategy.                                                                                  | 2.20    | 1.005     | %44    | قليلة       | 6       |
| 7 | It defines the accountability of decision-makers to employees in the various departments.                                                                     | 2.23    | 1.213     | %45    | قليلة       | 5       |
| 8 | Mechanisms are in place for ministry staff to participate in                                                                                                  | 1.95    | 1.067     | %39    | A few       | 13      |

|    |                                                                                |      |       |     |       |    |
|----|--------------------------------------------------------------------------------|------|-------|-----|-------|----|
|    | strategic decision-making.                                                     |      |       |     |       |    |
| 9  | Specific plans are in place to address risks to the achievement of objectives. | 1.96 | 1.100 | %39 | A few | 12 |
| 10 | Specific plans are in place to address operational risks within the ministry.  | 1.89 | 1.043 | %38 | A few | 18 |
| 11 | The existence of specific plans to address fraud risks.                        | 1.93 | 1.085 | %39 | A few | 15 |
| 12 | The existence of specific plans to address personnel and employee risks.       | 1.71 | .913  | %34 | A few | 21 |
| 13 | The existence of specific plans to address documentation risks.                | 2.01 | 1.096 | %40 | A few | 9  |
| 14 | The existence of specific plans to address technical and electronic risks.     | 1.90 | 1.049 | %38 | A few | 17 |
| 15 | Special plans are in place to address available resource risks.                | 1.95 | .999  | %39 | A few | 13 |
| 16 | Special plans are in place to address legal risks.                             | 2.01 | 1.030 | %40 | A few | 9  |
| 17 | Special plans are in place to address economic risks.                          | 1.81 | .918  | %36 | A few | 19 |
| 18 | Plans are in place to develop the Ministry's financial resources.              | 2.33 | 1.531 | %47 | A few | 3  |
| 19 | Administrative governance                                                      | 2.75 | 1.336 | %5  | A few | 1  |

|    |                                                                                                            |      |       |     |       |    |
|----|------------------------------------------------------------------------------------------------------------|------|-------|-----|-------|----|
|    | helps clarify the outcomes of the Ministry's operational plans.                                            |      |       | 5   |       |    |
| 20 | Administrative governance helps clarify the outcomes of the Ministry's strategic plans.                    | 2.69 | 1.323 | %54 | A few | 2  |
| 21 | Facilitating career path planning for employees and assessing an employee's ability to prepare work plans. | 1.78 | 1.088 | %36 | A few | 20 |
|    | المحور ككل                                                                                                 | 2.07 | 1.092 | %41 | A few |    |

It is clear from Table 2 shows the following: - Paragraph 19, which states, "Administrative governance contributes to clarifying the outcomes of the Ministry's operational plans," ranked first with a mean score of 2.75, a standard deviation of 1.336, a score of 275, and a relative importance of 55%; indicating that the study sample's response was moderate. Researchers attribute this to the fact that while the Ministry clarifies the outputs of operational plans, the issue lies in the fact that these plans are developed in a disorganized and haphazard manner, and these plans do not align with the principles and standards that characterize administrative governance. This is due to the Ministry's lack of qualified staff who possess the credibility and experience to develop, plan, organize, and clarify operational outputs. The findings of this section are consistent with the study by Tahiri and Lajjal (2025).

Paragraph No. (20), which states, "Administrative governance contributes to clarifying the outputs of the Ministry's strategic plans," ranked second with a mean score of (2.69), a standard deviation of (1.323), a rating of (269), and a relative importance of (53.8%); indicating that the study sample's response was moderate. The researchers attribute this to certain shortcomings in the proper

preparation of the required strategic plans at the lowest cost and in the shortest possible time, as the Ministry develops strategic plans in a manner inconsistent with the state's vision and plan, due to the absence of qualified sports personnel with high levels of expertise and skills in developing long-term or short-term strategic plans. These plans should keep pace with development and progress and elevate sports and athletes to the highest levels. The findings of this section are consistent with the study by Tahiri and Al-Ajjal (2025).

Paragraph 18, which states, "There are plans to develop the Ministry's financial resources," ranked third with a mean score of (2.33), a standard deviation of (1.531), a total score of (233), and a relative importance of (46.6%); indicating that the study sample's response was low. The researchers attribute this to weaknesses in the plans for developing the Ministry's financial resources, resulting from the absence of new, advanced, and innovative plans that keep pace with the current era—an era of progress, development, and advancement in the 21st century, an era of prosperity and development—in addition to the absence of actual policies and strategic plans for developing the Ministry's financial resources.

Meanwhile, paragraph No. (12), which states, "The existence of specific plans to address risks related to staff and employees," ranked last with an arithmetic mean (1.71), a standard deviation (0.913), a score of 171, and a relative importance of 34.2%; indicating that the study sample's response was low. Researchers attribute this to the failure to establish a strategy involving the creation of new mechanisms and frameworks to protect the rights of administrative staff and employees, and to ensure their rights as well as their duties within the Ministry. Therefore, it is imperative to implement "governance and good governance indicators" in Yemeni sports and to enact specific laws to

address the risks faced by administrative staff and employees, as well as laws that protect sports and athletes.

The arithmetic mean of the sample participants' ratings for the domain as a whole was 2.07, with a standard deviation of 1.092 and a relative importance of 41.39%, indicating that "the reality of policy-making and strategic planning" received a low score. The researchers attribute this to significant weaknesses in the reality of policy-making and strategic planning at the Yemeni Ministry of Youth and Sports, resulting from the failure to apply administrative governance indicators, as well as the absence of a long-term strategic plan that reflects the ministry's role and functions. Strategic plans are developed that do not serve the reality of sports nor work to develop it, because these plans are developed by individuals who are not specialists in the sports field and are not as interested in sports as they are in pursuing personal gains for themselves. This study concurred with the study by Al-Khatib and Mazhar (2019), as the results indicated that governance indicators, from the perspective of those involved in Palestinian sports, were generally at a low level. The researcher concluded that there is significant weakness and a decline in most governance indicators in Palestinian sports, and that no strategy had been developed to introduce new mechanisms and frameworks to activate "governance and good governance indicators" in Palestinian sports. The results of this study differ from those of Zagaar and Busaq (2023).

2- Presentation and discussion of the results addressing the second research question,

which asks whether there are statistically significant differences in the extent to which policies and strategic plans are implemented through the activation of administrative governance indicators at the Ministry of Youth and Sports in the

Republic of Yemen, based on the study variables (gender, status, and educational qualification).

To answer this question, the t-value was used for gender differences, while for differences by status, one-way ANOVA (F-value) was used, as the qualification variable had four categories, as shown in the following tables: -

**Table (3)**

**Results of the t-test for two independent samples to detect significant differences between the means of the study sample's responses, attributed to the variable (gender) (n = 100)**

| Field                                   | Gender | Number | Average | Deviation | t- test | Level of significance | The meaning    |
|-----------------------------------------|--------|--------|---------|-----------|---------|-----------------------|----------------|
| Developing policies and strategic plans | Male   | 56     | 43.05   | 17.523    | -.263-  | .793                  | Not indicative |
|                                         | Female | 44     | 43.98   | 17.314    |         |                       |                |

**\* The level of statistical significance is less than or equal to (0.05)**

The results in Table 3 indicate that there are no statistically significant differences at the 0.05 significance level between the mean estimates of the study sample in the study domain, attributed to the variable (gender); where the t-value was (-0.263), and the critical significance level was 0.793 This is greater than the assumed significance level (0.05). The researchers attribute this to a convergence and agreement in the study sample's views regarding the existence of certain shortcomings in the implementation of policies and strategic plans based on the gender variable.

**Table (4)**

**The one-way analysis of variance (ANOVA) test shows the significance of the differences between the mean estimates of the study sample according to the trait variable (n = 100)**

| Axis                                    | Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | (F)   | Level of significance | The meaning |
|-----------------------------------------|---------------------|----------------|--------------------|-------------|-------|-----------------------|-------------|
| Developing policies and strategic plans | Between groups      | 5.796          | 3                  | 1.932       | 3.002 | .034                  | Function    |
|                                         | Within groups       | 61.779         | 96                 | .644        |       |                       |             |
|                                         | Total               | 67.576         | 99                 |             |       |                       |             |

\* The level of statistical significance is less than or equal to (0.05)

The results of the analysis of variance in Table 4 indicate the presence of statistically significant differences between the mean estimates of the study sample in the field of study, attributable to the variable (attribute); where the value of F(3.002) was obtained, and the actual significance level was 0.34 This is greater than the assumed significance level (0.05), and the researchers attribute this to the convergence of the study sample's opinions, as there are differences indicating that the attribute plays a significant role in the application of administrative governance practices within the ministry.

The researchers conducted LSD tests to determine the significance of differences across the study's dimensions as follows: -

Table (5)

LSD test to determine the significance of the comparisons

| Axis                                    | Group          | Group Averages | Academic | Administrative | Coach   | Player |
|-----------------------------------------|----------------|----------------|----------|----------------|---------|--------|
| Developing policies and strategic plans | Academic       | 38.50          |          |                |         |        |
|                                         | Administrative | 45.44          | -6.941-  |                |         |        |
|                                         | Coach          | 53.50          | -15.000* | -0.059-        |         |        |
|                                         | Player         | 27.33          | 11.167   | 18.107         | 26.167* |        |

The results of the LSD test in Table 5 indicate the following:

- There are statistically significant differences between academics and coaches, in favor of the coaches, and there are statistically significant differences between coaches and players, in favor of the coaches, attributable to the attribute variable. This is because coaches have extensive experience in formulating policies and strategic plans, resulting from their exposure to the internal and external realities of sports and the plans and strategies required by those realities to benefit the sports community and contribute to raising Yemeni sports to the highest levels. Researchers also attribute this to the fact that coaches possess a clear, well-defined strategy based on extensive practice and practical experience combined with newly acquired knowledge.

**Table (6)**

**The one-way analysis of variance (ANOVA) test illustrates the significance of differences between the mean scores of the study sample according to the variable of educational qualification (n=100)**

| Axis                                    | Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | (F)   | Level of significance | The meaning |
|-----------------------------------------|---------------------|----------------|--------------------|-------------|-------|-----------------------|-------------|
| Developing policies and strategic plans | Between groups      | 7.398          | 3                  | 2.466       | 3.934 | .011                  | Function    |
|                                         | Within groups       | 60.177         | 96                 | .627        |       |                       |             |
|                                         | Total               | 67.576         | 99                 |             |       |                       |             |

**\* The level of statistical significance is less than or equal to (0.05)**

The results of the analysis of variance in Table 6 indicate the presence of statistically significant differences at the 0.05 significance level between the mean estimates of the study sample attributed to the variable "educational qualification"; where the value of F(3.934) and the actual significance level was 0.011, which is smaller than the assumed significance level of 0.05.

The researchers performed post-hoc comparisons to determine the significance of the differences across the study's axes using the LSD test as follows: -

Table (7)

LSD test to determine the significance of the comparisons

| Axis                                    | Group       | Group Averages | High School       | Bachelor's | Master's | Doctorate |
|-----------------------------------------|-------------|----------------|-------------------|------------|----------|-----------|
| Developing policies and strategic plans | High School | 54.79          |                   |            |          |           |
|                                         | Bachelor's  | 41.75          | 13.044 *          |            |          |           |
|                                         | Master's    | 37.13          | 17.656 *          | 4.612      |          |           |
|                                         | Doctorate   | 41.09          | -<br>13.699-<br>* | 0.655      | 3.958    |           |

The results of the LSD test in Table 7 indicate the following:

- There are statistically significant differences between high school graduates and bachelor's degree holders, in favor of high school graduates, and there are statistically significant differences between high school graduates and master's degree holders, in favor of high school graduates, There are statistically significant differences between high school graduates and those with a doctoral degree, in favor of high school graduates, attributed to the educational qualification variable. The researchers attribute this to the sample's response that high school students have the ability to translate ideas and concepts in light of recent developments, in a manner consistent with the development of methods for performing the internal and external operations of the comprehensive sports institution, in light of administrative, organizational, and technical services and activities, and they possess technical and creative abilities in the context of rapid technological advancement and the era of artificial intelligence.

10- Conclusions and Recommendations:

- 1- The results indicated that the extent to which strategic policies and plans were implemented was generally low.
- 2- The study's results showed that the extent to which administrative governance contributed to clarifying the outcomes of the Ministry's operational and strategic plans was moderate.
- 3- The lowest-scoring indicator was the lack of specific plans to address risks to staff and employees.
- 4- There are no statistically significant differences in the opinions of the study sample members attributable to the gender variable (between males and females).
- 3- There are statistical differences in the opinions of the study sample members, attributable to the status variable in favor of trainers.
- 4- There are statistical differences in the opinions of the study sample members, attributable to the educational qualification variable in favor of those holding a bachelor's degree.

#### **11- Recommendations:**

- 1- Develop the skills of administrative staff at the Ministry of Youth and Sports and its affiliated bodies across various administrative governance indicators.
- 2- The need to implement administrative governance indicators, including policies and strategic plans, at the Ministry of Youth and Sports and its affiliated bodies.
- 3- Conduct further studies on various government institutions.

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