

OBSTACLES OF THE APPLICATION OF BALANCED SCORECARD IN THE GENERAL SPORTS FEDERATION IN SYRIA

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ABSTRACT

This study aims to use the balanced score card as an entrance to develop management performance in the General Sports Federation in Syria. The researcher used the descriptive approach with the scanning method appropriate to the nature of the study. This study was conducted on a sample of 261 individuals from the members of the Central Council and the Executive Office and some workers in the General Sports Federation in Syria who have been selected in an intentional manner. The results of the study: There is a favorable climate of trust and ethical dealing in the General Sports Federation, the tasks that have to be done in a high level of performance to achieve the strategy of the General Sports Federation are not identified, the General Sports Federation does not work to achieve a system of feedback to raise the efficiency of its employees, the General Sports Federation does not increase his revenues by investing part of its budget, the General Sports Federation doesn't measure the job satisfaction of human resources in a continuing way, there are internal rules governing the General Sports Federation, there are no interest in developing a methodology to determine the actual training needs to be derived from the results of evaluating the performance of the employees in the General Sports Federation, The subordinates in the General Sports Federation don't participate in the decision-making process of administrative decisions.

KEYWORD: OBSTACLES. SYRIA. BALANCED. SPORT. SCORECARD

INTRODUCTION

Adel mohammed zayed (2003) (82) says That the modern organizations working to keep pace with the rapid developments and successive various ways through the provision of services in the best picture to face a lot of challenges and that is the most important in the multiplicity of targets and the increasing needs of the community, diversity and the scarcity of resources and economic transformations. (2:82)

Raweya mohammed hasan (2001)(215) says that management Performance is the degree of achievement and the completion of tasks, consisting of the job, which reflects how the achieve or satisfy the individual requirements, and performance can be measured on the basis of the results achieved by the individual. (6: 215)

Saeed mohammed alsheemi (2000)(31) says That the development of performance management is an activity or administrative effort is intended, which aims to introduce a series of changes in the capabilities and potential of the administrative institution to play an important role in the overall development process. (8: 31)

Roswitha (2000) (3) says that The Balanced Scorecard translated the message, the strategy and objectives of the organization into a indicators performance covering all the important topics of performance such as finance, personnel, internal processes and important activities and so the system works on the integration of

financial and non-financial, input data and output, axis external (institutional funding, clients) The internal axis (operations and employees), goals and standards, causes and Consequences. (7: 3)

STUDY THE PROBLEM AND THE NEED TO

The performance improvement and development became the most important challenge facing sports organizations as a necessary condition for its survival and continuity, and In order to bring about continuous improvement and development of performance, the measurement and the objective assessment of performance must be achieved. Performance measurement is a prerequisite for the success of sports organization in the application of modern approaches in the management of performance because the purpose of measuring performance is to improve the performance of the organization to determine the cases showing evidence of improvement and progress, and to document and study them. The measurement of performance is also necessary to make changes through knowing the strengths and weaknesses of the organization with development of the world of management today, emerged the theory of Balanced Scorecard that provide the theoretical framework for the measurement of performance in all the work and the procedures of the institution as it represents a model to describe the intentions of the organization and its achievements. In spite of the importance of the Balanced Scorecard as one of the concepts of modern management which was found out to be used in the field of strategic management and in measuring performance, as well it is not used in the General Sports Federation ,which prompted the researcher to conduct this study to identify the Obstacles of the application of Balanced Scorecard in the General Sports Federation in Syria to applicate this balanced score card as an entrance for the development of administrative performance in the General Sports Federation in Syria as a modern approach that can address the problems of measuring performance in sports organizations.

OBJECTIVES OF THE STUDY

This study aims to use the balanced score card as an entrance to develop management performance in the General Sports Federation in Syria, through:

Identifying the obstacles that hinder the balanced score card in a General Sports Federation in Syria.

The researcher used the descriptive approach with the scanning method which is appropriate to the nature of the study, and used the questionnaire and analysis of documents as tools for data collecting.

The sample included 51 members of the Central Council out of 58 and 10 members of the Executive Office out of 13, and 200 workers in the General Sports Federation out of 332 . The total sample was 261 members of the community and 64.76% of the total community of the sample and 89.69% out of the total number of the sample.

Table (1) Study sample categories percentage

Group and Category	Research community	Total number of sample		basic study	
		frequency	Percent score	frequency	Percent score
Central management	58	58	100	51	87.93
The middle management	13	13	100	10	76.92
Executive Management	332	220	66.26	200	90.9
Total	403	291	72.20	261	89.69

DATA COLLECTING TOOLS

The researcher constructed questionnaire depending on the scientific references and previous study , and through impervious with experts selected from field and academic professor in sport management field who have experience not less than 10 years .

DISCUSSION

Table (2) frequency and percentage and connotations statistical answers phrases of the basic study sample

Rank	agree		rather		disagree		Chi-square	means	percentage
	frequency	%	frequency	%	frequency	%			
1	144	55.2	74	28.4	43	16.5	61.54	1.61	53.8
2	215	7.3	27	10.3	19	82.4	282.851	2.75	91.7
3	161	61.7	56	21.5	44	16.9	95.241	1.55	51.7
4	132	50.6	72	27.6	57	21.8	36.207	1.71	57.1
5	39	14.9	76	29.1	146	55.9	67.885	2.41	82.9
6	152	58.2	67	25.7	42	16.1	76.437	1.85	52.6
7	58	22.2	139	53.3	64	24.5	46.828	2.02	67.4
8	63	24.1	162	62.1	36	13.8	101.172	1.09	63.2
9	85	32.6	151	57.9	25	9.6	91.310	1.77	60.09
10	143	54.8	78	29.9	40	15.3	62.368	1.61	84.0
11	181	69.3	44	16.9	36	13.8	152.713	1.44	48.1
12	141	54.0	77	29.5	43	16.5	56.920	1.62	54.2
13	148	56.7	70	26.8	43	16.5	68.345	1.60	53.3
14	62	23.8	167	64.0	32	12.3	115.517	1.89	54
15	75	28.7	128	49.0	58	22.2	30.644	1.93	64.5
16	174	66.7	49	18.8	38	14.6	131.195	1,48	49.3
17	138	52.9	75	28.7	48	18.4	49.034	1.66	55.2

from Table No. (2) of the frequency and percentage and connotations statistical answers phrases of the basic study sample exist statistically significant differences between the answers , that Chi-square values ranged between (19.103 – 282.851) where a phrase that refers to Goals in the General Sports Federation non-specific achieved approval rate 91.07% , then the phrase that refers to the Subordinates do not participate in the General Sports Federation in the process of decision-making and administrative decisions achieved approval rate 84% , then the phrase that refers to there is no effective communication system in the General Sports Federation achieved approval rate 82.9% , then the phrase that refers to There are conflicts and duplication of work in the General Sports Federation achieved approval rate 67.4% , then the phrase that refers to the workers Do not give the power in the General Sports Federation that needed to perform the work assigned to them achieved approval rate 64.5% , then the phrase that refers to There is a lack of collective action in the General Sports Federation achieved approval rate 63.2 % , , then the phrase that refers to the services provided by the General Sports Federation Does not fit with the needs and desires of the beneficiaries achieved approval rate 62.8% , then the phrase that refers that administrative leaders in the General Sports Federation Does not delegate its powers to subordinates achieved approval rate 60.9 % , then the phrase that refers to The budget allocated for research and development in the General Sports Federation is insufficient achieved approval rate 57.1% , then the phrase that refers that there is no working groups in the General Sports Federation would be responsible for the development of quality performance achieved approval rate 55.2% , then the phrase that refers to There are no long-term plan to study the needs of the beneficiaries in the General Sports Federation achieved approval rate 54.2% , then the phrase that refers that No data and information are available needed for decision-making in the General Sports Federation achieved approval rate 54% , then the phrase that refers that There is no interest in improving the administrative performance in the General Sports Federation achieved approval rate 53.8% , then the phrase that refers that There is a multiplicity of regulatory agencies in the General Sports Federation achieved approval rate 53.3 % , , then the

phrase that refers that There is no clarity in the relations between superiors and subordinates in the General Sports Federation achieved approval rate 52.6% , then the phrase that refers that There is no interest in research and development in the General Sports Federation achieved approval rate 51.7% , , then the phrase that refers to the Lack of encouragement for workers in the General Sports Federation to contribute the maximum possible effort in developing the performance of work achieved approval rate 49.3% , then the phrase that refers to There is no relationship between rewards and performance management excellence in the Sports Federation General achieved approval rate 48.1% .

It is clear that the targets in the General Sports Federation vague and poorly defined despite the fact that the goals represent the final outcome of the organization is trying hard to reach them.

The researcher see that the Clear objectives and specific help to optimal achievement and this is an incentive for everyone in the organization and make them feel that their goal is a goal of the organization.

Essam badawy (2001) (60) says that Goals must be clear and explicit concept to all individuals and to be linked to the personal goals of them and in order to ensure their cooperation and effort of doing their jobs. (3:60)

Nazek mostafa sonbul , Maha mohammrd hasan alsagheir (2006) (67) say That the process of communication aimed at informing subordinates objectives to be achieved and policies that enhanced , programs and plans that have been developed, responsibilities and authorities which were renewed or changed in addition to informing them of the instructions regarding the implementation of actions or refrain from carrying out business in a certain way or a certain time and be notified superiors of what has been or what is being done and the problems that have emerged implementation or suggestions and problems subordinates in general.(5: 67)

The researcher see that participation in the decision-making make decisions more realistic and acceptable to the implementation of those who participated in the manufacture of desire and conviction that invite the employee or worker to participate in the decision-making is one of the means by which appoints administration to be sure that the psychological needs of employees and workers are growing their capabilities and expand their knowledge and bear a share of responsibility.

Abd-elaziz ben Mohammed Alhomaidee (2007) (22) says That the process of participation in decision-making is the integration of individuals mentally and emotionally in the positions of the group, which encourages them to contribute to the achievement of its objectives and carry out the responsibilities entrusted to it.(1:22)

Saeid Yaseen Amer (1995) (318) says That the next stage requires a certain quality of individuals both at the management level or individuals implementing where is the human resources are the backbone to maximize the positives and minimize the negatives and must focus on the selection of highly skilled individuals in the performance of their business and seek to attract the functional elements that have the capacity and skilled in innovation and creativity.(9:318)

Farouk Ahmed Farhat (1995) (117) says that the Incentives is a system by which the administration in general and presidents in providing rewards and encouragement for employees in order to motivate them toward activating their performance and access to the maximum possible production. (4: 117)

THE MOST IMPORTANT RECOMMENDATIONS

1. The General Sports Federation must work on the application of balanced scorecard as an integrated system of strategic management, and a way to rationalize the decisions of managers and guide their behavior and performance, because it's application the many benefits that contribute to strengthening the competitive position of the General Sports Federation and achieve positive results at all levels.
2. Attracting staff and technical expertise qualified who can applicate balanced scorecard efficiently and actively in the General Sports Federation.
3. Establish specialized training courses on the subject of balanced score card to train the workers in the General Sports Federation on how to apply it effectively, and the benefits achieved from it.
4. Interest in putting clear and measurable objectives, through which to give an accurate description of the work to be carried out to accomplish those goals, and thus characterization of the functional responsibilities and obligations.

5. Need to focus on instilling organizational motivating culture to measure the performance in a strong, successful and effective way. The culture of the organization in supporting the application of indicators to measure performance have credibility and acceptance from all members of the organization who are engaged in homogeneous groups of values, beliefs and traditions, standards and assumptions that govern their behavior and attitudes within the organization about continuous improvement and development of performance and the results are compatible with the objectives.
6. Focus on providing factors of enabling employees by giving them power and authority and information that improves their ability to make decisions and solve problems. The stimulus given the importance that it deserves, with increased attention to their liking and supporting their talented achievements.
7. Work to promote a culture of quality and to encourage employees to participate in continuous improvement processes and provide opportunities for creativity and innovation.
8. The need to provide training programs that work on the rehabilitation of the leaders and presidents and workers in the field of sports, according to scientific principles and specific criteria for selecting the constant resulting from the evaluation and performance measurement.

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