

# "Analyzing the Empowerment Reality of National Team Coaches for Some Individual Olympic Games"

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## **Abstract**

*The importance of the research lies in the subject of empowerment for the national teams' coaches for some individual Olympic games, and the importance of this topic lies in developing teams and examining the reality of empowerment and analyzing it scientifically based on the results that this research will present, as well as the sample on which this research will be held as a distinct sample (coaches of some individual and Olympic games). The latter would be responsible for the results of our teams in international sports forums. The aim of the research is to identify the reality of empowerment among coaches of national teams for some individual Olympic games, and the sample is consisted of national team coaches (the first coach) for some individual Olympic games (boxing, Weightlifting, wrestling, judo, track and field, gymnastics, swimming); these coaches have been assigned in the years (2017, 2018, 2019), and they numbered (57).*

*The research tool for gathering information has been a questionnaire prepared by researchers and subjected to scientific conditions and presented to experts until it became its final form to solve the research problem after identifying the results that have been processed with the statistical program (SPSS). The researchers have reached several results, the most important of which is that the administration used by unions is a bureaucratic administration believing to restrict authority to the hands of senior management, and that all areas of empowerment (information, strength sharing, development and training) need to be strengthened, and one of the most important recommendations recommended by researchers is to set clear and known standards for everyone about everything related to choosing (coach of the national team, assistants, players, camps, training rooms, equipment, tournaments, friendly matches) and other logistical matters.*

**Keywords:** *power sharing, development and training, human resource performance effectiveness*

## **I. Introduction**

The sports field is considered as one of the important areas of society, which is related to the modernity and development of societies, as the level of sport reflects an image of the status of many fields, such as the economic, scientific, political, as well as service areas.

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This comes as a result of its association with all of these areas and many others, and this link with these areas leads to significant and continuous changes, and thus the sport administrative leaders have to be aware of the size of the responsibility incumbent on them in promoting the sport reality and to fortify it from external influences and to benefit from them by making them opportunities for change and development. This could be done through the commitment of each level of the administration to its tasks (the senior administration, which is represented by the National Olympic Committee and currently Ministry of Youth and Sports, the middle administration is represented by the administrative body of sports federations, the supervisory administration is represented by coaches of national teams).

The articulated role of human resources is a significant one in the work environment of the sports field, which, as we mentioned earlier, is characterized by a rapid and continuous change, we believe that the sport administrative leaders should aim to enable their human resources based on the principle of (the competitive superiority of the sports institution begins with raising the effectiveness of the level of human resource performance for them), The fact that the services provided by sports federations to society and the country are intangible services, that is, they depend on the personal skills of their human resources. We focus in our research on the national team coaches and the role of the federations in enabling them to achieve goals and obtain medals in international championships and raise the flag of Allah the greater in those forums, thus, enhancing the national spirit in Iraqi society and confidence in the performance of these unions.

The importance of research on the topic of empowerment for national team coaches for some individual Olympic games lies in developing teams and examining the reality of empowerment and analyzing it scientifically based on the results that this research will present, as well as the sample on which this research will be held as a distinct sample (coaches of some individual Olympic Games are responsible for the results of our teams in international sports forums).

As for the research problem, the researchers have realized it through their work as coaches (a national team in the Iraqi Boxing Federation, coaches of the Baghdad University for Weightlifting and Boxing since 2015) and by virtue of their relations with some specialists and experts in the Olympic Committee and the Iraqi Ministry of Youth and Sports, they found that there was a lack of empowerment for coaches of national teams and because of this weakness of a negative impact on the results of our teams, and the importance of the topic, the researchers have decided to know its reality.

The research aims to prepare a questionnaire to analyze the reality of empowerment among coaches of national teams for some individual Olympic games, to get to know this reality and analyze it.

Baraidi's study in which he mentioned the importance of preparing programs for leaders and workers to enhance awareness of the importance of empowerment, its success factors and its application in the work environment (Baraidi and Rasheed, 2012, page 161), and in a study by (Muhammad) in which he emphasized that supervisory management needs some powers in making decisions to maintain the functioning of the work (Muhammad and Muhammad, 2018, page 190), and in a study by (Bahia), the results of the study showed that there is a correlation between empowerment and creativity (Bahia, 2019, page 361).

## II. Method and tools

The researchers have used the descriptive method with the survey method to solve the research problem, as this method fits the research problem.

## III. The research sample

The research sample is consisted of national team coaches (first coach) for some individual Olympic games (boxing, weightlifting, wrestling, judo, track and field, gymnastics, swimming) who have been tasked in the years (2017, 2018, 2019), and the total number of coaches has been (57), and the total number of the sample has been (53), i.e. (92.98%) from the community of origin, and the building sample was (53) individuals with ratio (100%).The questionnaire has been distributed to the essential sample to extract the scientific foundations of the questionnaire and after 14 weeks have passed , the questionnaire has been distributed again to the main experiment sample in order to ensure that the research sample forgot the content of the questionnaire, and the main experiment sample has been (53) individuals at a rate of (100%), while the survey sample has been (6) individuals at a rate of (11.3%) its numbers distributed according to Table (1).

Note: The researcher has re-examined the sample of the reconnaissance experiment after a while and has included them in the main sample.

Table No. (1)

It shows the distribution of the individuals of the sample included in the research.

Serial	Name	Sample individuals
1	boxing	12
2	Weight lifting	5
3	Wrestling	6
4	Judo	4
5	Track and field	18
6	Gymnastic	3
7	Swimming	5
	Total	53

Questionnaire building procedures

The procedures followed to construct the questionnaire include several steps, to get to a questionnaire that meets the scientific conditions and characteristics (honesty, consistency and objectivity) and the ability to distinguish.

Define questionnaire fields:

The researchers have reviewed many literature and scientific sources specialized in administrative sciences and sports management, as well as previous studies, the owners of which made a questionnaire in sports management.

The researchers have prepared a questionnaire to collect opinions of experts and specialists about the validity of the fields, their definitions, their invalidity and preferred alternatives through the questionnaire. The questionnaire has been distributed to (11) experts, and this an offer of the questionnaire fields (5) together with their definitions.

**Capacity field:** How to deal with the resources available to the sports establishment and the possibility of providing resources that are not available to achieve the goals of the sports institution.

**Commitment area:** Good knowledge of workers priorities and motivating them to continue working to achieve the goals of the sports institution.

**The field of force participation:** A set of measures that give workers strength and freedom in making decisions and participating in achieving the goals of the sports institution..

**Information field:** Senior management shares information with the human resources in the sports establishment to achieve its own goals.

Field of Development and training : A process through which human resource skills are developed to increase their influence within the sports establishment to achieve its own goals

Table (2)

Show the results of the Kai test box to expert opinions on the fitness of areas for the scale of sports privatization:

Serial	Fields	Number of experts	Consent	Non- consent	Calculated value of Kai 2	Tabular value of Kai 2	Indication level
1	Capacity	11	6	5	0.06		Non-indicated
2		11	6	5	0.06		Non-indicated
3		11	10	1	11.26	*3.84	Indicated
4		11	9	2	5.40		Indicated
5		11	10	1	11.26		Indicated

\*The tabular value of  $K^2$  at the degree of freedom  $(1-2) = 1$ , and the error percentage (0.05) equals (3.84)

Thus, the number of fields for the questionnaire became (3)

Preparing the questionnaire:-

Calculating the weights of the alternatives for the questionnaire paragraphs for each field.

The researchers have adopted Likert's five-way method of measurement as it fits with the nature of the research and the nature of the questionnaire (Hussein, 2008, page 52). The calculation of weights has been in a positive direction from (1-5) and according to the alternatives (strongly agree - agree - sometimes - do not agree - strongly do not agree), and vice versa.

Questionnaire paragraphs preparation for each field:-

The researchers have prepared the questionnaires for each field based on the existing reality, being national team coaches and coaches for the University of Baghdad (boxing, weightlifting) through personal interviews and field visits. The researchers have taken into consideration the extent of clarity in the paragraphs and have avoided ambiguity and that the paragraphs of each field have been expressed.

(29) paragraphs were formulated, which were distributed among the (3) areas, and the number of negative paragraphs (10) and the number of positive paragraphs (16). Paragraphs were presented to experts and specialists (Appendix 1), in order to give an opinion and amend them and judge their suitability for study.

Scientific conditions of the questionnaire:-

The scientific conditions have been conducted on the construction sample (53) trainers for the period from (21/2/2019 to 26/3/2019) to obtain the following:-

Honesty:-

Honesty has many definitions, the most important of which is the definition of (Lindcost), which he defines as "the degree of validity by which tests are measured (Ridha, 2002, page 29)

For further confirmation, the researcher has used two types of honesty:

Validity of content (the content)

The validity of the content relates to the extent to which the content of the test or test sample can be measured for the subject matter to be measured, and to what extent the questions of the original content test for the scientific subject (Al-Sarraf, 2002, page 200) are represented. The validity of the content (the content) has been adopted by researchers in examining the reliability of the questionnaire for being appropriate to the nature of his research, as the questionnaire has been submitted to a group of experts and specialists who were mentioned in Appendix No. (1), and those who worked on amending some paragraphs, agreeing to the largest part of them, and the agreement rate of (80%) has been approved to accept the paragraph. The results have showed to obtaining approval of (26) out of (26) paragraphs of the questionnaire distributed in the three areas.

#### Internal Coherence coefficient (paragraphs validation)

An examination of internal consistency leads to obtaining an estimate of formative validity, in which case the correlative coefficient is determined between the result of each paragraph in the test separately with the result of the entire test (Kadhim, 1994, page 113). The internal consistency of the questionnaire has been used through the correlation coefficient between each paragraph in each field and the entire degree for each field, where levels of error appeared smaller than (0.05), which indicates the significance of the correlation between the degree of paragraphs and the total degree of the field. Except for the paragraphs shown in the table below, which were excluded, whose error levels appeared greater than the error level (0.05), which indicates their inconsistency, and thus the questionnaire would be from (26) paragraphs.

#### Internal validity coefficient :

The self-validity coefficient, which is the root of the correlation coefficient, has been used and has been calculated by the factor of the alpha-kornbach, and it reached (0.932) which is a high value indicating the validity of the questionnaire.

#### Consistency :-

Consistency is one of the necessary indicators for each scale, as it means "the ability of the test to measure the attribute that it measures" (Allam, 2000, page 131). In order for the test to be approved, it must record the same results, or close to them, if they are returned to the individuals themselves, in case the variables are set in terms of circumstances (Bahi and Imran, 2007, page 41). The researchers have relied on the use of two methods to obtain the consistency of the tool, as follows

#### Halfone splitting method

The researchers used the half-way segmentation method as the most stable method of use. After that, the researchers calculated the correlation coefficient of Spearman Brown among the degrees of the paragraphs, which reached (0.771). Because the value of this consistency coefficient represents half of the test, the researchers corrected the consistency coefficient through the SPSS program. In order for the test as a whole to be measured by the Kotman coefficient, the consistency coefficient for the form (0.701) became a reliable value.

#### Alpha Kornbach coefficient for internal consistency:

The alpha Kornbach coefficient was used to measure the consistency of the questionnaire in terms of the internal consistency of the instrument's paragraphs, as the alpha Kornbach equation is used in cases where the response to the multiple choice paragraph. The test's results have showed high reliability of questionnaire paragraphs. The total consistency coefficient of the questionnaire was (0.869), which is a reliable, and high consistency coefficient.

#### The distinguishing strength of the questionnaire:

The method of the two extremes groups was employed by using the t-test for independent samples to find the differences between the upper and lower groups of degrees, as the answers values were arranged in descending order for each paragraph from each field from the highest degree of scale of (5) to the lowest and adult (1) Then (27%) were chosen from the upper values and (27%) from the minimum values, then calculating the differences between the two groups. As "this percentage (27%) of the set of higher values and the set of

lower values is one of the best ratios by which we obtain the highest differentiation coefficients” (Al-Kubaisi, 2010, page 35). The results showed the significance of the differences between the upper and lower values and for all paragraphs of the questionnaire, as error levels appeared with a value less than (0.05), and this indicates the significance of the differences, which indicates the ability of the paragraphs to distinguish between the answers. As shown in the table below:

#### Objectivity:-

The questionnaire paragraphs do not include open answers by the research sample, and they are closed and confined to specific answers according to Likert's five-way scale. Accordingly, the questionnaire is considered objective.

#### The final image of the research tool (questionnaire )

After the scientific processes were conducted for the questionnaire, it became in its final form consisting of (3) fields and five alternatives to the answer (Strongly agree, agree, sometimes, disagree, strongly disagree) The first field (information) included 10 paragraphs, and the second field (power sharing) 11 paragraphs and the third field (development and training) 5 paragraphs, and the researchers did not delete any of the paragraphs or add them after these procedures before starting to distribute them to the sample. (Appendix 2) The questionnaire in its final form.

#### Exploratory experience:-

After the questionnaire was completed and became its final form and instructions were included with it, the researchers have conducted their exploratory experience on a sample of the (6) trainers from the research community, and they were asked to write their notes in writing on the paragraphs that are not understood, and after discussing the paragraphs and instructions with the individuals of the sample, the survey has showed that all paragraphs are understandable and do not need to be modified, and conducted the exploratory experiment on Thursday, 11/7/2019, until Friday, 7/19/2019.

#### Main experiment procedures:-

The researchers have distributed the questionnaire to (53) trainers, from (1/8/2019) to (6/9/2019), and they were given enough time to answer, and after completing collecting all the information, the researchers emptied the forms in preparation for the statistical work to obtain the results.

#### :- Statistical means

The researchers have used the following systems:-

\* Excel system for the purpose of downloading and simplifying data

\* SPSS program for the purpose of statistical data processing through the use of the following statistical laws:- -

(Percentage, arithmetic mean (for ungrouped, or weighted data, and for iterative distribution of categories), arithmetic mean, standard deviation, torsional coefficient, alpha Kornbach coefficient, simple correlation coefficient, t-test for independent samples, mono-contrast analysis).

#### IV. Results' Presentation ,analysis and discussion

Display the frequency of alternatives, percentages, weighted mean, the relative importance of paragraphs, and their verbal assessment of the questionnaire statements analyzing the empowerment reality of national team coaches for some individual Olympic games, analyzing and discussing them.

Display the frequency of alternatives, percentages, mathematic mean, the relative importance of the paragraphs, and their verbal assessment of the questionnaire statements for analyzing the reality of empowerment among coaches of national teams for some individual Olympic games in the field of information, analysis and discussion.

Table (5)

Show metadata for paragraphs of the information field

Paragraphs	Mathematic mean	Medium	Mode	Standard deviation	Skew	Less value	High value
1	3.468	4.000	4.000	1.301	-0.637	1	5
2	2.617	2.000	2.000	1.317	0.358	1	5
3	3.095	3.000	5.000	1.444	-0.069	1	5
4	2.939	3.000	1.000	1.471	0.032	1	5
5	3.288	3.000	3.000	1.103	-0.051	1	5
6	3.273	3.000	3.000	1.260	-0.209	1	5
7	3.312	3.000	3.000	0.859	0.281	2	5
8	3.210	3.000	3.000	1.016	-0.275	1	5
9	3.517	4.000	4.000	1.038	-0.303	1	5
10	2.988	3.000	3.000	1.142	-0.204	1	5

Analyze and discuss information paragraphs

The processes of data collection, review and classification will have no significance without treatment and analysis to the extent beneficial, so the researchers extracted, after the process of statistical processing of the data, the values of the mathematical means, the standard deviations, the weighted mean , and the relative importance, and using the Likert scale, extract the iterations and percentages for each item of



information filed items numbering (10) items and for all (53) forms is then analyzed and discussed as shown in Table (6).

Table (6)

Shows the frequency of alternatives, percentages, weighted mean, relative importance, and verbal assessment of questionnaire items in the information field.

Information field													
Statistic parameters			Alternatives										Items
Verbal assessment	Relative importance	Somehow	Strongly disagree		Disagree		Medium agree		Strongly agree		very strongly agree		
			%	ك	%	ك	%	ك	%	ك	%	ك	
Big	69.366	3.468	1.320`	6	5.660	3	2,754	11	32,075	17	22.641	12	1
Medium	67.659	3.383	24.5283	13	26.41509	14	20.75472	11	16.98113	9	11.32075	6	2
Medium	61.902	3.095	16.98113	9	18.86792	10	20.75472	11	18.86792	10	24.5283	13	3
Medium	58.780	2.939	24.5283	13	18.86792	10	18.86792	10	16.98113	9	20.75472	11	4
Medium	65.756	3.288	3.773585	2	18.86792	10	35.84906	19	24.5283	13	16.98113	9	5
Medium	54.537	2.727	11.32075	6	15.09434	8	30.18868	16	22.64151	12	20.75472	11	6
Medium	66.244	3.312	0.000	0	15.09434	8	45.28302	24	28.30189	15	11.32075	6	7
Medium	64.195	3.210	7.54717	4	9.433962	5	47.16981	25	24.5283	13	11.32075	6	8
Large	70.341	3.517	3.773585	2	13.20755	7	32.07547	17	32.07547	17	18.86792	10	9
Medium	60.244	3.012	13.20755	7	15.09434	8	37.73585	20	26.41509	14	7.54717	4	10

Sample size (53)

Verbal assessment (range 1-5 = 4) is divided into five phrases = (0.8)

Very little	Little	Medium	Large	Very large
1,79-1	2,59-1,80	3,39-2,60	4,19-3,40	5-4,20

The results above show that paragraphs (1, 5, 9, 10), which are negative items came with a result (large, medium, large, medium), while the rest of the item came with a verbal assessment (average) which is a level under the aspirations of the trainers. The researchers believe that the above paragraphs are very important paragraphs to enable the trainers and to raise the effectiveness of the human resources working in the union (coaches of the teams) because the clarity and accuracy of information helps in setting goals and accuracy and clarifies the vision for coaches, as well as achieving transparency in the work, "as sharing information and accuracy helps to know the goals and how to achieve them in the future, as well as the timing and how to achieve it "(Al-Anzi and Al-Majidi, 2017, page 27).

The researchers believe that the availability of information is of great importance in the work of the trainers and their set off without feeling blurry and fear of the unknown, which limits the effectiveness of the creative situation of the trainers, as the results of the research carried out by Abbas (Abbas, 2019, page 376) showed that the availability of information, its accuracy and speed of delivery are strongly linked to the creative status of workers, and this indicates the importance of providing information and sharing it with coaches in particular, sports workers and members of the union in general. As well as what Abd al-Redha and Abd al-Wahhab have reached in their research paper (The Impact of Work Stresses Management on Empowering Human Resources) (Abd al-Rida and Abdel-Wahab, 2018, page 295) that there is an inability to have front-line workers having a similar vision of senior management without having the same information as senior management and thus enabling human resources depends essentially on a high provision of information.

The researchers believe that the presence of clear and well-known criteria for all of the selection processes (tournaments, camps, friendly matches, assistants, players, equipment, coach of the national team) reduces favoritism in the work and opens the door for fair competition, as well as the pursuit of self-development for coaches to match standards and reaching level of perseverance and serious work, not by relationships and other unlawful methods.

Displaying the frequency of alternatives, percentages, mathematic mean, and the relative importance of paragraphs and their verbal assessment of the questionnaire statements analyzing the reality of empowerment among coaches of national teams for some individual Olympic games in the field of force participation, analysis and discussion.

Table (7)

Shows metadata for the power sharing items:-

Paragraphs	Mathematic mean	Medium	Mode	Standard deviation	Skew	Less value	High value
1	3.095	3.000	5.000	1.444	-0.069	1	5
2	2.939	3.000	1.000	1.471	0.032	1	5
3	3.061	3.000	3.000	1.182	-0.386	1	5
4	3.227	3.000	3.000	0.893	0.098	1	5

5	3.337	4.000	4.000	1.044	-0.384	1	5
6	2.693	3.000	3.000	1.127	0.060	1	5
7	2.822	3.000	3.000	1.123	0.085	2	5
8	3.120	3.000	3.000	1.173	0.077	1	5
9	3.222	3.000	3.000	0.987	-0.227	1	5
10	3.478	3.000	3.000	1.052	-0.252	1	5

Table (8)

It shows alternatives frequencies, percentages, mathematic mean, relative importance, and verbal assessment of questionnaire paragraphs in the field of power sharing:

Power sharing field													
Statistic parameters			Alternatives										Items
Strongly agree	very strongly agree		Strongly agree		very strongly agree				Strongly agree		very strongly agree		
			%	ك	%	ك	%	ك	%	ك	%	ك	
medium	61.902	3.095	18.86792	10	16.98113	9	20.75472	11	18.86792	10	24.5283	13	1
medium	58.780	2.939	22.64151	12	18.86792	10	18.86792	10	18.86792	10	20.75472	11	2
medium	61.220	3.061	16.98113	9	7.54717	4	37.73585	20	28.30189	15	9.433962	5	3
medium	64.537	3.227	0.000	0	24.5283	13	33.96226	18	33.96226	18	7.54717	4	4
medium	66.732	3.337	3.773585	2	18.86792	10	26.41509	14	39.62264	21	11.32075	6	5
medium	53.854	2.693	18.86792	10	20.75472	11	37.73585	20	16.98113	9	5.660377	3	6
medium	56.439	2.822	15.09434	8	24.5283	13	33.96226	18	18.86792	10	7.54717	7	7
medium	62.390	3.120	9.433962	5	15.09434	8	45.28302	24	9.433962	5	20.75472	11	8
medium	64.439	3.222	7.54717	4	11.32075	6	45.28302	24	26.41509	14	9.433962	5	9
Large	69.561	3.478	5.660377	3	9.433962	5	39.62264	21	26.41509	14	18.86792	10	10

Medium	62.927	3.146	11.32075	6	26.41509	14	32.07547	17	22.64151	12	7.54717	2	11
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### Sample size (53)

The results above show that paragraphs (5, 7, 9, 10, 11) are negative paragraphs that came at a level (medium, medium, medium, large, medium), which is an unsatisfactory result and reflects a bureaucratic administration that believes in restricting power to one person and not sharing this power with others, which is the opposite of what the philosophy of empowerment embraces. "Mary Parker" quotes "Muttar Abdul Hassan" as saying that true power is the result of our common life and that it does not come through the distinction between human beings nor from their division into two categories: those who command and those who obey but rather it comes through the overlapping of all from the proportion of the work of the manager to the work of the workers and the proportion of the workers' work to the manager's work (Al-Jumaili, 2008, page 99).

As for the rest of the paragraphs, they came at an intermediate level, and this indicates that measures must be taken to enhance the power participation between the administration and the workers, as it is one of the most important areas of empowerment. "Yasmin Khudair in her research (Al-Douri, 2010, page 51)

The researchers believe that the participation of the force with national team coaches in making decisions regarding the topics mentioned in the above field makes the coaches more committed and more persistent to achieve the goals for which these decisions have been made because they feel that these decisions are their own decisions and they are responsible for them because they participated in taking them. The will that emanates from within the individual will be strong towards achieving the goals, as it is the result of internal motives, the most important of which is self-affirmation and that they are up to the responsibility assigned to them.

Displaying the frequency of alternatives, percentages, mathematic mean, the relative importance of the paragraphs, and their verbal assessment of the questionnaire statements for analyzing the reality of empowerment among coaches of national teams for some individual Olympic games in the field of development and training, analyzing and discussing them.

Table (9)

Show metadata for development and training paragraphs:-

Paragraphs	Mathematic mean	Medium	Mode	Standard deviation	Skew	Less value	High value
1	3.288	3.000	3.000	1.103	-0.051	1	5
2	3.273	3.000	3.000	1.260	-0.209	1	5
3	3.317	4.000	4.000	0.977	-0.481	1	5

4	2.961	3.000	3.000	1.202	0.262	1	5
5	3.398	4.000	4.000	1.149	-0.704	1	5

Table (10)

It shows the frequency of alternatives, their percentages, the mathematic mean, the relative importance, and their verbal assessment of the questionnaire paragraphs in the field of development and training:

Field of development and training:													
Statistic parameters			Alternatives										Items
Strongly agree	very strongly agree		Strongly agree		very strongly agree				Strongly agree		very strongly agree		
			%	ك	%	ك	%	ك	%	ك	%	ك	
متوسط	65.756	3.288	5.660377	3	18.86792	10	33.96226	18	24.5283	13	16.98113	9	1
متوسط	54.537	2.727	11.32075	6	15.09434	8	30.18868	16	22.64151	12	20.75472	11	2
متوسط	65.561	3.278	11.32075	6	9.433962	5	30.18868	16	37.73585	20	11.32075	6	3
كبير	67.951	3.398	9.433962	5	9.433962	5	22.64151	12	45.28302	24	13.20755	7	4
كبير	74.732	3.737	30.18868	16	30.18868	16	24.5283	13	9.433962	5	5.660377	3	5

#### Sample size (53)

The results above show that paragraph (5) which is a negative paragraph came at a (large) level, which indicates a large level of weakness in the process of nominating trainers to the courses approved by international federations. The nomination for such courses has very large positives that may be reflected on the level of coaches 'performance. As researchers see that participation in international courses has many advantages, including (increasing qualitative information in the game, updating information about the game, identifying all that is new in the competition law for this game, forming relationships with international coaches from other countries can enhance cooperation prospects in the future) and many other positives. As for the development and training process, it is one of the processes that increases the skills of trainers. Thus increasing the effectiveness of their expected performance in the task of training the team, and "Mr. Hawary" states, "Empowerment must be for highly skilled workers, and that the most important step for senior management to take after selecting human resources is to train them at a high level and encourage them to develop their strengths and address weaknesses" ( Hawari, 2002, page 138). The researchers believe that the federations should put in place a good and effective strategy in developing coaches, as, as we mentioned earlier, they are a

competitive advantage that raises the value of the federation as a sports institution as well as being the backbone of achieving the goals of the federation, and we cite the example of boxing coaches in the State of Cuba being considered as one of the technologically poor countries, but the Cuban coaches make Olympic medals with the lowest potential, and this is proof that the human resource is one of the most important resources available for sports institutions.

As for the rest of the paragraphs, they came at an intermediate level, and as we mentioned earlier, these paragraphs must be strengthened. As for the fifth paragraph, it came at a (large) level, which is evidence of the endeavor by the union to develop human resource skills, but they must strive to make this pursuit of results on the ground. .

All areas of empowerment (information, power sharing, development and training) need to be strengthened.

Researchers recommend activating the role of coaches in decision-making and taking, and setting clear and known criteria for everyone about everything related to the selection (coach of the national team, assistants, players, camps, training halls , equipment, tournaments, friendly matches) and other logistical matters, and developing an effective strategy to develop the human resources that work within the activities of the federations, especially the coaches; besides, persuading the higher management (the Olympic Committee, the Ministry of Youth and Sports) to invest in human resources as it is a real competitive advantage and a tool to face the most difficult conditions.

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