

DOI: <https://doi.org/10.54702/q19j2a88>**Strategic leadership among the heads of the national Olympic sports federations from the point of view of their members**Rana Turki Naji <sup>(1)</sup> College of Basic Education, Department of Physical Education and Sports Sciences/  
Mustansiriyahh University**Received: 17/01/2024, Accepted: 16/02/2024, Published: 30/04/2024**This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/)., Modern Sport**Abstract**

The problem of the research lies in studying the current situation of the sports federations in Iraq in terms of the reality of their practice of strategic leadership. The current research aims to build a measure of strategic leadership among the heads of the national Olympic sports federations from the point of view of their members, and identifying the level of strategic leadership among the heads of the National Olympic Sports Federations from the point of view of their members. The researcher used the descriptive approach to suit the nature of the current research. The research sample included members of the national Olympic sports federations. The questionnaire was also used as a tool for collecting data. The researcher used the SPSS statistical package to analyze the data statistically and reached a set of conclusions, including building a suitable strategic leadership scale prepared by the researcher. To measure the level of the heads of the Iraqi Olympic Federations in the variables of strategic leadership according to (5) field distributed among (45) Paragraphs. The heads of the Iraqi Olympic federations have a high percentage of "initiative" from the federation members' point of view, according to the percentages of the research sample's response, and this field comes first among the other field of the scale. and this achieves one of the sustainable development goals of the United Nations in Iraq which is (Quality Education)

**Keywords** Strategic Leadership , Olympic Federations**Introduction:**

The presidents and members of sports federations are considered important sports leaders who play a leadership role in society, especially in the field of sports. Considering the system for selecting and preparing sports leaders, (Hammam) emphasizes that "these leaders should have a common degree of strategic leadership and the skills associated with each of them." In addition to discovering and diagnosing the capabilities and aptitudes each of them possesses related to their leadership performance (1), strategic leadership includes theoretical and practical factors and elements and internal skills, and it also carries work-specific behaviours, ideas and beliefs, and in its entirety it is a group of positive factors that enable... The administrative individual must be worthy of work and in the right place, and it has a direct and indirect impact on the efficiency and effectiveness of both work and workers. The researcher also

believes that leadership is linked to outcomes, as it focuses on what is expected of the individual within the work environment and not on the extent of his acquisition of knowledge and skills, because the basis is the individual's ability to transform and apply knowledge and skills into situations and conditions that help achieve standard performance in the work site. Based on the above and based on the basic concepts of human and social behavior in sports, which includes a noticeable difference in the nature of the variables that affect the formation of various relationships within the sports community, which is characterized by its multiplicity in terms of sports activities and games, the leaders that lead them, and the social behavior that this requires that expresses the content of sports practice. Its human essence is for which it was created. Therefore, the importance of the research lies in estimating the size of the tasks entrusted to sports

workers by determining the nature of their strategic leadership role so that the field is more expansive to achieve the desired goals, in addition to that, enriching the cognitive aspect by standing at the level of heads of sports federations in Iraq. An application that is hoped to help researchers and athletes understand more deeply the role of strategic leadership and its application in the work environment. The sports community and its institutions are considered one of the most important societies that face many developments and challenges, which necessitates the search for methods and systems that adapt to these challenges, the most important of which is strategic leadership, and its absence is considered one of the most important factors that led to the contradiction between reality and hopes. Hence the problem of the current research in studying the current situation of sports federations in Iraq in terms of the reality of their exercise of strategic leadership and defining a main question for the problem, which is as follows: What is the level of strategic leadership among the heads of the national Olympic sports federations from the point of view of their members?

The objectives of the research were to build a measure of strategic leadership among heads of national Olympic sports federations from the point of view of their members. In addition, identifying the level of strategic leadership among the heads of the National Olympic Sports Federations from the point of view of their members. The research field were summarized from the human field: members of the central Olympic national sports federations. The spatial domain: the headquarters of the central Olympic national sports federations, while the temporal domain was from 11/1/2023 until 12/29/2023. (Saleh) stressed that strategic leadership is a set of characteristics and types of behavior related to choosing, planning, organizing businesses and bearing their risks, and requires creativity in managing them. (2).

### Research procedures:

**Table .1** shows the number of members of the community of origin, the number of members of the research samples, and their percentage in relation to the total sample

No.	Community and division used in research	Number	Percentage
1	Community of origin and number of union members	188	% 100

The researcher used the descriptive method using the survey method because it suits the nature of the research and its objectives and because it is the most appropriate method to the nature of the research problem. The research procedures used, whether in collecting data, analyzing it, or drawing conclusions, depend on the nature and type of the research method. (Mohammed) emphasized that the research population is “the sum of the vocabulary that the researcher aims to study in order to achieve the results of the study, and he can generalize the results of the study to all of its vocabulary” (3). The researcher contacted the Iraqi National Olympic Committee and the Ministry of Youth and Sports to find out the size of the total population, which consists of (26 ) An Olympic federation, with a number of (188) Olympic federation members for the 2022-2023 season, and they represent the members of the administrative bodies of sports federations in Iraq, and they represent all federations affiliated with the Iraqi National Olympic Committee. The total research sample of (174) was chosen, with a percentage of (92.55%) from the total population, in a random manner, and (14) individuals were excluded for not answering the questionnaire. The sample members were divided into groups, so that each group was an independent sample from the other, with a procedure separate from the other research procedures. In addition, three samples based on the requirements of the study, as in Table (1), according to the following: The exploratory sample the exploratory sample consisted of (8) members, at a rate of (4.65%), as it was randomly selected from the total sample. In addition, the construction sample (sample) Statistical analysis of the scale: It consisted the construction sample consists of (96) members, with a percentage of (55.81%) if they were randomly selected from the total sample. As for the application sample, the application sample consisted of (70) members, representing (40.69%) if they were randomly selected from the total sample.

2	Exploratory sample	8	% 4.65
3	Construction sample	96	%55.81
4	Sample application	70	%40.69
The total sample of the research		174	% 92.55

### **Methods of collecting information and data used in research:**

The researcher used the following devices and tools, Arab and foreign sources, and the international electronic information network (the Internet) and a questionnaire form for measuring the Paragraphs (for the strategic leadership scale) and a data dump form. And a DELL laptop.

### **Procedures for building the research tool: (Strategic Leadership Scale)**

The scale is one of the important means used to obtain information and data that helps the researcher address the existing problem and evaluate it. It requires the researcher to adapt, select, or build it precisely according to methodological steps. Therefore, the researcher sought to build a strategic leadership scale in a way that is consistent with the scientific foundations from which the topic began. It was researched and the questionnaire form was presented to a group of (21) experts and specialists (see appendix 1). The fields and Paragraphs that achieved a percentage of (75%) were adopted, as confirmed by (Bloom) (4: 126), and the rest of the field and Paragraphs that achieved less than this percentage were neglected, as (Allen and Yen) point out that the process of constructing any scale goes through five main stages: (22)

- Determine the phenomenon to be measured.
- Planning the scale by specifying the dimensions that cover its paragraphs.
- Drafting paragraphs for each axis.
- Applying the paragraphs to a representative sample of the research community.
- Conduct an analysis of the scale Paragraphs

### **Determine the phenomenon to be measured:**

The researcher must define the phenomenon to be measured, and its concept and boundaries must be completely clear. The phenomenon that the current research aims to measure is knowing the strategic leadership role of the heads of the

national Olympic sports federations from the point of view of their members.

### **The purpose of constructing the scale:**

One of the first steps in building a specific measure is to clearly define the purpose of the measure, and what is the intended use for this measure. (Abdullah) confirms, "The early need to determine the purpose of the test when intending to build it stems from the assumption that the form of the test and some of its characteristics vary depending on the purpose of that test." (5), and therefore the purpose of the current research study is to build a measure of the strategic leadership of the heads of the national Olympic sports federations from the point of view of their members.

### **Determine the field of strategic leadership scale:**

Through reviewing the research literature, theoretical frameworks, and previous studies on the topic under research, (7) main field were identified that express the field of research. To determine the validity of the field and the extent of their representation for measuring strategic leadership, the researcher prepared a questionnaire (Appendix 1) and presented it to a group of experts and specialists that include the field. Which were identified and they were asked to determine the extent of their validity and the extent of their compatibility with the strategic leadership scale, and in light of their observations and opinions, (two field) were excluded because they were not statistically significant using (Chi-2) at the significance level (0.05), as the calculated value of (Chi-2) When it is greater than its tabulated value, it is in favor of the answer that corresponds to the most frequent occurrences of experts' opinions (agree or disagree). In this case, the range is relied upon. However, when the calculated value of (Chi-2) is less than its tabulated value and its value is (84.3), the range is not relied upon because There is no agreement among experts on its validity, as shown in Table (2).

**Table .2** shows the results of the square test (Chi-2) for experts' opinions about the validity of the scale's field strategic leadership

Field	Total number of experts	Agrees	Disagrees	(chi-2) Calculated	(chi-2) Tabular	Percentage	Type sig
Initiative	21	21	0	21	3.841	100	Sig
Innovation		20	1	17.190		95.238	Sig
Creativity		18	3	10.714		85.714	Sig
Vision		19	2	13.762		90.476	Sig
Flexibility		12	9	429.0		57.142	Non sig
Growth		21	0	21		100	Sig
Risk		14	7	2.333		66.666	Non sig

The tabulated value of (chi-2) at a degree of freedom (2-1) and an error rate of (0.05) equals (3.84). Thus, the scale settled on (5) fields of the strategic leadership scale after deleting (flexibility - risk) because the experts did not agree on it, as the results indicated above.

#### **Preparing Paragraphs for the strategic leadership scale:**

The process of preparing the scale Paragraphs is one of the important steps. The process of preparing the scale Paragraphs requires the availability of certain conditions for the scale designer, which is mastery of the specialized scientific material related to the subject to be measured, as well as knowledge of the different methods of writing vocabulary so that he can choose from them what suits the goal of the test, and fluency. Linguistic and easy to express in simple language, and to have the ability to develop and invent situations through which he can measure the ability or trait to be measured, as (56) Paragraphs were prepared representing the fields and scale under research, as well as their connection to the goal of the study, and are not tainted by ambiguity or ambiguity. In addition, it must be characterized by neutrality when answering it. According to these conditions, the scientific method was followed in the drafting in its initial form to suit the privacy of the sample. The following was taken into account in preparing and drafting the Paragraphs of the scale:

- The paragraph should not be long enough to lead to boredom.
- The paragraph must be open to one interpretation

- That the paragraph measures one of the fields of the scale and is linked to it.

#### **Validity of the strategic leadership scale Paragraphs:**

After preparing the scale's (56) Paragraphs and drafting and preparing them in their initial form, they were presented to a number of experienced and specialized people (Appendix 1) in the field of sports management, for the purpose of evaluating them and judging the extent of their validity and suitability for the field to which they were allocated, and making amendments. appropriate by (deleting, rephrasing, or adding a number of paragraphs), in a way that is compatible with the research community, in addition to mentioning the validity of the alternatives to the proposed answer, or adding and specifying the alternative scale for the answer that they deem appropriate for the scale, as this procedure is an appropriate means to ensure the validity of the scale. (Owais) points out that "we can consider the test to be valid after presenting it to a number of specialists and experts in the field that the test measures. If the experts acknowledge that this test measures the behavior that it was designed to measure, the researcher can rely on the experts' judgment" (6) The arbitrators' validity can be relied upon as a kind of virtual validity (this procedure represents a means of finding validity in building psychological standards and is called virtual validity) (23) After analyzing the responses and observations of the experts, the experts' validity was extracted through the percentage of agreement of the experts. Regarding the validity of the scale Paragraphs, the Paragraphs that were agreed upon



by (75%) or more of the experts' opinions were accepted, and some Paragraphs were deleted and modified, as (Bloom et al.) indicate that "the researcher must obtain a percentage of agreement among the experts in the validity Paragraphs and the possibility of making amendments at a rate of no less than (75%) or more than the estimates of experts in this type of validity (4). The percentage of acceptance or exclusion of the field was approved as 75% and above and the tabular (chi-2) score was (3.841). It was found that eight paragraphs were deleted. Which did not obtain the acceptable and stipulated percentage of agreement, and with this procedure, the two paragraphs in the sequence (8-11) were deleted from the (Initiative) dimension, the paragraph in the sequence (8) from the (Innovation) dimension, and the two paragraphs in the sequence (7-8) from

the dimension (Creativity) and the two paragraphs in sequence (2-4) from the (Vision) dimension, and the paragraph in sequence (1) from the (growth) dimension. Thus, the number of Paragraphs in the Strategic Leadership Scale is (48) Paragraphs, which were relied upon in the process of conducting the exploratory experiment for the scale and statistical analysis of paragraphs.

#### **Paragraphs of the strategic leadership scale:**

After the unacceptable Paragraphs were excluded by the experts and specialists, the Paragraphs were redistributed on the scale form in a new form, as the strategic leadership scale became composed of (5) fields and (48) Paragraphs, and Table (6) shows the number of Paragraphs for each field of strategic leadership.

**Table .3** shows the number of paragraphs for each field of strategic leadership

No.	Field	Number of paragraphs
1	Initiative	12
2	Innovation	9
3	Creativity	10
4	Vision	8
5	Growth	9
	Total	48

#### **Determine the style of wording the scale**

##### **Paragraphs:**

In preparing and drafting the paragraphs, the researcher relied on the developed Likert method, "as the Likert method is one of the most widely used methods, and is distinguished by the fact that it contains means that enable measuring the degree of agreement for each of the units included in the scale," as (Abdullah) pointed out to her. (7) It is similar to the multiple choice method, as the respondent is presented with paragraphs and asked to determine his answer by choosing one alternative from among several alternatives with different weights. The paragraphs were presented in the initial form to an expert in the Arabic language to evaluate them linguistically, and the researcher took his notes on this aspect.

##### **Correcting the Paragraphs of the strategic leadership scale in its initial version:**

(The method of correction plays an important role in the final results of tests, and this information

applies to all types of tests, including objective tests) as confirmed by (Mustafa) (8), and correcting the scale means obtaining the individual's total score, which is calculated by summing the scores he obtains. (Rahim) The respondent on the rating scale, in addition to verifying the validity of the five-point rating scale, as the five-point Likert model (9) was used, as(Siti) "this method is considered one of the best methods in predicting behavior or phenomenon" and for the following reasons (10)

- 1- The Likert method is easy, because it does not require expert referees in the field.
- 2- The Likert method increases the degree of stability of the scale because there are several scores in front of each statement, ranging from complete agreement to complete opposition.
- 3- In the Likert method, the individual is required to express his attitude towards each statement of the scale, and for this reason it provides us with information about the examination.

“The five-point scale is more sensitive and requires precise discrimination between the levels of rating,” as stated by (Mamdouh) (11), and also mentioned by (Al-Kandari )this scale is distinguished by its ease of use and high degree of reliability and validity of the measurement due to the varying degrees in front of each item, and it allows the individual to express about its direction in relation to each statement of the scale, in addition to it reducing the degree of guesswork

and the factor of chance (12), and the weights were calculated in a positive direction from (5-1) according to the alternatives, and when each item was given the weight previously assigned to it, the weights for all Paragraphs were combined. The result is the score that expresses the extent of measuring strategic leadership and the extent of its achievement. Table (7) shows the method of correcting statements for the scale.

**Table .4** shows the five-point rating scale and its answer alternatives for the strategic leadership scale

Paragraphs	Always	often	Sometimes	Rarely	Never
Positivity	5	4	3	2	1

Accordingly, the highest score that can be obtained is (240) and the lowest score is (48), while the degree of neutrality is (144). The degree of neutrality can be obtained by summing the scores of the rating scale (1,2,3,4,5) and then dividing it by (5) Alternatives, then we multiply them by the number of Paragraphs in the scale, which amounts to (48) Paragraphs (Appendix 3)

#### **Exploratory experiment for the strategic leadership scale:**

After preparing the instructions for the scale in its initial form, the scale was applied to a sample of (8) members on (14/11/2023). (Qasim) confirms that “the exploratory experiment is scientific training for the researcher to identify the negatives and positives that he encounters while conducting the tests in order to avoid them” (13), and the purpose of conducting the exploratory experiment was as follows:

- The clarity of the paragraphs and the degree of their response to them.
- Ensure the clarity of the scale instructions
- Answering questions and inquiries.
- Preparing the final image for the paragraphs.
- The suitability of the answer alternatives to the scale.
- Calculating the response time and the time, it takes the laboratory to answer the scale.

The result of the exploratory experiment showed that there was no ambiguity about the Paragraphs of the scale, and the average time specified for answering the Paragraphs of the scale was between (24 - 29) minutes.

#### **Experience building the strategic leadership scale (construction sample)**

The purpose of conducting this experiment is to apply the Strategic Leadership Scale in its initial form, with the aim of analyzing the Paragraphs statistically and knowing the discriminatory ability of the Paragraphs of the scale and identifying the distinctive and non-distinctive Paragraphs for the period from (17/11/2023) to (29/11/2023). In order to achieve this, it was conducted the researcher is the main experiment, which is intended to apply the scale to the construction sample, which is (96) union members. After completing the process of final distribution of the questionnaires and answering them, the researcher tabulated the data related to the people of the research sample (the construction sample) after collecting and arranging it in preparation for statistical analysis.

#### **Scientific foundations of the strategic leadership scale:**

##### **Validity of the scale:**

Validity is one of the (psychometric) characteristics in constructing scales, and a scale that is characterized by validity is “a scale that fulfills the function for which it was developed,” as explained by (Mustafa) (8). Validity has many types, and the researcher employed the following methods to verify the validity of the scale.

##### **First: Content validity:**

This type of validity is achieved by presenting the scale Paragraphs, answer alternatives, and correction key to a group of experts and specialists to confirm their validity. Thus, the Paragraphs that received the approval of the experts and specialists were accepted and the invalid Paragraphs were deleted.

### Second: Construct validity:

Construct validity is one of the types of validity that most represents the concept of validity, which is sometimes called validity of the concept or validity of the hypothetical construct, (Mohamed )“which means the ability of the scale to measure the construct of a hypothesis, a psychological concept, or a specific trait” (14), ( Salah al-Din) “(It deals with the relationship between the test or The standard and the theoretical concept that the test aims to measure) (15), and this type of validity is achieved through the following:

#### 1-The discriminating power of the paragraphs (the two extreme groups method)

The discriminating characteristic of each item of the scale was found using the two extreme groups.

In calculating the discriminatory power, the researcher followed the following steps:

- Assign a score to each answer alternative in front of each item of the scale. According to the prepared five-point scale, the total score for each respondent's questionnaire was extracted.
- Arrange the form in descending order after finding the total sum of each form of the construction sample (96).
- Determine the size of the upper and lower extreme groups at (50%) for each. It is noteworthy that the method of using (50%) of the scores for the upper and lower groups provides the best percentage through which the two groups obtain the best picture in terms of size and variance. If the sample size is relatively small, less than (100) individuals, the highest (50%) is selected. and less (50%) if the number of people examined is small” (16).
- The T-values for the independent samples were found between the two extreme groups, the upper (48) administrative members and the lower (48) administrative members for each of the paragraphs, as shown in Table (5).

**Table .5** shows the T values calculated between the two extreme groups of the construct validity sample and the moral significance of the Paragraphs of the strategic entrepreneurship scale.

No.	Upper group = 48		Lower group = 48		T value calculated	Level Sig	Type Sig
	Arithmetic mean	Standard deviation	Arithmetic mean	Standard deviation			
Initiative							
1	4.460	0.518	2.9027	0.353	17.212	0.000	Sig
2	2.735	0.500	2.646	0.743	0.689	0.060	Non sig
3	4.071	0.787	2.743	0.624	9.161	0.000	Sig
4	3.407	0.511	3.018	0.353	4.339	0.004	Sig
5	4.407	0.511	3.018	0.353	15.495	0.000	Sig
6	4.469	0.745	2.708	0.903	10.422	0.000	Sig
7	4.336	0.689	2.929	0.530	11.214	0.000	Sig
8	4.451	0.567	2.991	0.968	9.017	0.000	Sig
9	4.559	0.797	3.558	0.611	6.906	0.003	Sig
10	4.575	0.548	2.681	0.858	12.889	0.000	Sig
11	4.894	1.129	2.726	0.782	10.937	0.000	Sig
12	4.443	0.520	3.071	0.942	8.834	0.000	Sig
Innovation							
13	4.266	0.518	2.894	0.363	15.028	0.000	Sig
14	4.575	0.548	2.673	0.891	12.598	0.000	Sig
15	4.195	0.515	2.956	0.246	15.040	0.002	Sig
16	4.115	0.753	3.071	0.637	7.334	0.001	Sig

17	4.133	0.911	2.053	1.329	8.944	0.002	Sig
18	4.336	0.561	3.204	0.983	6.929	0.003	Sig
19	4.177	0.538	2.991	0.341	12.900	0.000	Sig
20	4.558	0.566	2.708	0.883	12.220	0.000	Sig
21	4.637	1.111	1.885	0.788	13.998	0.000	Sig
Creativity							
22	4.522	0.733	2.336	0.797	13.987	0.000	Sig
23	3.277	0.747	3.188	0.558	0.661	0.080	Non sig
24	4.558	0.611	2.797	0.992	10.472	0.000	Sig
25	4.354	0.654	2.947	0.532	11.563	0.000	Sig
26	4.531	0.682	2.593	0.820	12.589	0.000	Sig
27	4.230	0.551	2.805	0.639	11.701	0.002	Sig
28	4.443	0.743	2.832	0.895	9.595	0.001	Sig
29	4.301	0.596	2.982	0.401	12.721	0.000	Sig
30	4.681	0.587	2.319	0.735	17.397	0.000	Sig
31	4.327	0.647	2.929	0.578	11.164	0.000	Sig
Vision							
32	3.378	0.780	1.212	0.860	12.925	0.000	Sig
33	4.381	0.724	2.876	0.502	11.835	0.000	Sig
34	4.770	0.463	3.628	0.815	8.441	0.001	Sig
35	4.230	0.756	2.947	0.580	9.329	0.000	Sig
36	4.549	0.641	2.443	0.981	12.451	0.000	Sig
37	4.159	0.702	2.770	0.598	10.435	0.001	Sig
38	4.487	0.814	2.274	0.723	14.083	0.001	Sig
39	4.381	0.556	2.894	0.488	13.926	0.000	Sig
Growth							
40	4.611	0.574	2.708	0.863	12.721	0.005	Sig
41	4.443	0.845	4.204	0.918	1.327	0.078	Non sig
42	4.593	0.663	2.248	0.882	14.724	0.002	Sig
43	4.469	0.791	3.797	0.878	3.940	0.009	Sig
44	4.708	0.529	2.478	0.846	15.484	0.001	Sig
45	4.407	0.511	2.991	0.313	16.371	0.001	Sig
46	3.283	0.661	2.245	0.711	7.408	0.004	Sig
47	4.251	0.521	2.952	0.465	12.887	0.001	Sig
48	4.218	0.654	3.021	0.542	9.763	0.003	Sig

Significant when sig value  $\leq 0.05$

Since the purpose of calculating the discriminatory power is to keep the paragraphs that distinguish between the upper group and the lower group, and to exclude the paragraphs that do not distinguish between the two groups, it is clear from Table (8) that (45) paragraphs distinguished between the upper group and the lower group, as the level of The significance (sig) is between (0.000-0.009). It is smaller than the approved significance level (0.05). It is also clear from Table (8) that there are (3) undistinguished paragraphs bearing the sequence (2) from the field of initiative, the paragraph infiltration (2) from the field of creativity, and the paragraph with the

sequence (2) from the field of growth in which the value of (sig) was greater than the level The approved significance is (0.05), which requires its deletion. Here the scale consists of (45) Paragraphs.

## 2- Internal consistency coefficient method:

“Discriminatory ability, in the nature of the case, does not determine the extent of homogeneity in the phenomenon to be measured, as it is not permissible for there to be Paragraphs that are close in discriminatory ability, but they measure the dimensions of other behavioral phenomena. Therefore, through this, the relationship of each



item of the scale to the overall score of the scale itself must be recognized.” The internal consistency method means the extent to which the Paragraphs, paragraphs, or units relate to each other within the test or scale and the extent to which each item, item, or unit relates to the test as a whole” (5). The internal consistency factor is used, “to provide us with evidence of the consistency of the Paragraphs.( Mustafa)” Examining the internal consistency of the scale, or its homogeneity coefficient, leads to obtaining an estimate of its formative validity (17) , and the consistency coefficient was extracted, as this method “provides us with a homogeneous scale in its Paragraphs, such that each item measures the

same behavioral dimension that the scale as a whole measures.” In addition to its ability to highlight the interrelationship between the Paragraphs of the scale (7), the correlation coefficient of the score of each item with the total score of the scale was found for the same discrimination sample of (96) administrators, and it is called “the honesty of the internal consistency of the scale, as it is measured by calculating the correlation coefficient.” Between the individual item and the total number of field, the total score of the scale (Laila Al-Sayed) (18). The simple correlation coefficient (Pearson) was used to achieve this, and Table (6) shows this.

**Table .6** shows the correlation coefficient between the Paragraphs and the total score of the strategic entrepreneurship scale using the internal consistency method

No. Paragraphs	Correlation coefficient	Sig	Type sig	No. Paragraphs	Correlation coefficient	Sig	Type sig
	Initiative			25	0.394	0.001	Sig
1	0.441	0.001	Sig	26	0.385	0.007	Sig
2	Deleted discriminatory			27	0.393	0.005	Sig
3	0.552	0.018	Sig	28	0.356	0.001	Sig
4	0.486	0.008	Sig	29	0.386	0.002	Sig
5	0.451	0.002	Sig	30	0.386	0.008	Sig
6	0.554	0.010	Sig	31	0.474	0.005	Sig
7	0.368	0.011	Sig	Vision			
8	0.350	0.004	Sig	32	0.369	0.030	Sig
9	0.399	0.000	Sig	33	0.338	0.022	Sig
10	0.425	0.007	Sig	34	0.375	0.002	Sig
11	0.379	0.010	Sig	35	0.444	0.006	Sig
12	0.408	0.002	Sig	36	0.391	0.018	Sig
	Innovation			37	0.311	0.004	Sig
13	0.387	0.024	Sig	38	0.410	0.012	Sig
14	0.411	0.016	Sig	39	0.421	0.031	Sig
15	0.424	0.001	Sig	Growth			
16	0.417	0.000	Sig	40	0.416	0.001	Sig
17	0.386	0.014	Sig	Deleted discriminatory			
18	0.415	0.000	Sig	42	0.356	0.012	Sig
19	0.339	0.031	Sig	43	0.347	0.001	Sig
20	0.429	0.002	Sig	44	0.432	0.001	Sig
21	0.458	0.001	Sig	45	0.456	0.002	Sig
	Creativity			46	0.398	0.009	Sig
22	0.356	0.012	Sig	47	0.428	0.002	Sig
23	Deleted discriminatory			48	0.582	0.001	Sig
24	0.412	0.001	Sig				

At 95 degrees of freedom, it is significant if the sig value is  $\leq 0.05$

Table (6) shows the values of the correlation coefficient between the scale Paragraphs and the

scale's total score ranged between (0.311-0.582), and when referring to the correlation coefficient

significance tables, and in front of a significance level  $\leq(0.05)$ , in light of this it becomes clear that all the Paragraphs demonstrated their discriminatory ability, The value of (sig) was smaller than the approved level of significance (0.05), and thus the scale becomes in its final form after the process of statistical analysis of its Paragraphs, consisting of (45) Paragraphs, ( see Appendix 3).

The researcher also extracted the correlation values between the total score of each field of the strategic entrepreneurship scale with the total

score of the scale (this is because the correlations of the sub-field with the total score of the scale are basic measurements of homogeneity because they help determine the field of behavior to be measured) (24), and she showed The results are that the values of the correlation coefficients are statistically significant because their calculated correlation coefficients are greater than the critical value of the correlation coefficient at the significance level (0.05), and Table (10) shows this.

**Table .7** shows the correlation coefficient between the domain score and the total score on the scale

No.	Fields	Correlation coefficient	Level sig	Type sig
1	Initiative	0.553	0.001	Sig
2	Innovation	0.631	0.001	Sig
3	Creativity	0.443	0.004	Sig
4	Vision	0.496	0.002	Sig
5	Growth	0.524	0.001	Sig

Significant when sig value  $\leq 0.05$

**Scale stability:** (It means giving the test results that are identical or close in its measurement, if that measure is used more than once or used in other ways) (19). Reliability is defined as (Abdul Hafez)“the degree of consistency in measuring the trait being measured from time to time if we re-apply it.” the tool a number of times, or in short, the accuracy of the measurement” (20), and for the purpose of obtaining the stability of the scale, the researcher used:

### 1- Split half method:

For the purpose of obtaining the stability of the scale, the researcher used the method of splitting in half in the style of Paragraphs (odd and even), then it was divided into two halves. The first half represents the Paragraphs with odd sequences, and the second half represents the Paragraphs with even sequences, so that each individual has two scores (odd and even). The correlation coefficient was used. The simple correlation between the scores of the two halves of the test, so the calculated (t) value appeared to be equal to (0.820), “and the correlation between these two scores (the scores of each of the two halves of the test) is considered as the internal consistency of only half of the test and not as a whole, and in

order to obtain an unbiased estimate of the reliability of the entire test, we used Spearman-Brown equation for correction, as the value of the overall reliability coefficient reached (0.901), which is statistically significant, which indicates the stability of the scale, which indicates that the tool is characterized by high stability among the research sample, and thus the questionnaire is ready to be applied in its final form

### 2- Cronbach's alpha equation

The researcher used the Cronbach's alpha method to measure the reliability of the tool in terms of the internal consistency of the tool's Paragraphs. (Waheeb) “The measurement tool has stability if it measures a specific trait based on its character of honesty and consistency” (21). After calculating the reliability of the scale, it was found to be equal to (0.869), which is considered good and acceptable stability.

### Description of the strategic leadership scale and its final correction:

The scale aims to provide an honest and consistent measurement tool to measure the level and degree of the strategic leadership scale. The scale in its final form consisted of (45) Paragraphs,

distributed over (5) fields. The positive Paragraphs of the scale are answered through five alternatives arranged in descending order on a five-point Likert scale (always, often, sometimes, rarely, never), and the weights are according to

the content of the positive item (5-4-3-2-1) degrees, and the highest total score of the scale is (225) degrees, while the lowest total score of the scale is (45) degrees. With a hypothetical average of (135).

**Table .8** shows the Paragraphs in the fields of the strategic leadership scale in its final form

No.	Fields	Number of paragraphs
1	Initiative	11
2	Innovation	9
3	Creativity	9
4	Vision	8
5	Growth	8
Totals		45

The final application of the strategic leadership scale. The study tool (strategic leadership) was applied to the hypothetical application sample of (70) active Olympic Federation members. The application period extended from 14/12/2023 until 25/12/2023. The researcher obtained (70). A valid form from members of the Olympic federations suitable for statistical analysis and complete answers to all Paragraphs in order to conduct

statistical analysis of the Paragraphs for the purpose of completing the research objectives. Then the data was processed statistically.

**Statistical methods:** The search data was processed through the Statistical Package for the Social Sciences (SPSS).

### Results:

**Presentation the results of the arithmetic means standard deviations, percentage, and level of the study sample members' responses to the fields of strategic leadership:**

**Table .9** shows the results of the fields of strategic leadership and displays the arithmetic mean, standard deviation, and other statistical parameters

Fields	Fields degree	Arithmetic mean	Standard deviation	Hypothetical mean	T value	Level Sig	Type Sig	percentage
initiative	42.900	3.900	5.206	33	15.909	0.000	Sig	%78
Innovation	33.314	3.701	5.573	27	9.479	0.000	Sig	%74.031
creativity	33.671	3.741	5.714	27	9.767	0.000	Sig	%74.824
Vision	29.571	3.696	5.547	24	8.403	0.000	Sig	%73.927
growth	30.942	3.867	5.07590	24	11.444	0.000	Sig	%77.355
Strategic leadership measure	170.400	3.786	20.946	135	14.140	0.000	Sig	75.733

As for the score on the strategic entrepreneurship scale, it reached (170.400) with a standard deviation of (20.946) and a hypothesized mean of (135) and a value of (t) of (14.140) at an error level of (0.000), which was less than (0.05), which indicates the significance of the differences. It indicates that the arithmetic mean of the axis differs from the value of the hypothesized mean and is larger, and indicates that the sample

members have a high percentage on the strategic leadership scale.

### Discussion:

Through discussing the fields of strategic leadership, the researcher came to a set of reasons that may explain why the presidents of the Iraqi National Olympic Federations possess:

- 1- Extensive sporting experience: Olympic presidents are considered people who possess broad and deep sporting experience in the field of sports and the Olympic Games, which allows them to better understand the needs and aspirations of the members, and thus they can carry out strategic leadership well and distinctly.
- 2- The ability to communicate and interact: Olympic presidents have the ability to communicate and interact with all members, players, coaches and officials, which makes it easier for them to exercise strategic leadership and motivate others to achieve goals and improve performance.
- 3- The ability to plan and organize: Olympic presidents have the ability to plan and organize, as they can develop clear plans to achieve goals and organize sporting events and events, and this helps improve strategic leadership and maintain the continuity of the success of the Olympic Association.
- 4- Transparency and credibility: Transparency and credibility are the main factors that contribute to the success of strategic leadership, as members feel confident in their Olympic President if he has a high level of transparency and credibility in the management of the Olympic Federation.

(Ali) (25) believes that this can be explained by the fact that presidents of Olympic federations often possess significant experience in the field of sports and sports management, and possess good leadership and communication qualities with members and the sports community in general. They also work to develop strong international relationships with other sports institutions, which increases their ability to develop and improve the leadership and administrative aspects of their federations. They are also characterized by integrity and transparency in managing the affairs of sports federations, which increases the credibility of the federations in the eyes of members and the sports public.

(Mohammed) states that the reason for the presidents of Olympic federations to have a good level of strategic leadership is continuous training and constant learning, as presidents of Olympic federations undergo periodic training and workshops on leadership and sports management.

Their practical experience in sports and management also helps them develop their leadership and management skills. In addition, the sports schools to which they belong can have a role in developing their leadership and management skills by providing an educational and supportive environment for training in these skills (26). As it is mentioned in the similar study (27)

### **Conclusions:**

- The researcher came to construct a strategic leadership scale prepared by the researcher suitable for measuring the level of the heads of the Iraqi Olympic federations in the variables of strategic leadership according to (5) fields distributed among (45) Paragraphs.
- The heads of the Iraqi Olympic Federations have a high percentage of initiative from the point of view of the Federation's members, according to the percentages of the research sample's response, and this field comes in first place among the other fields of the scale.

### **Recommendations:**

- Need for strengthening by the Olympic Committee by selecting competent leadership figures, based on certification and achievement, to fill administrative positions such as heads of federations.
- Paying attention to the motivational aspect, through letters of thanks, material rewards, and moral incentives.
- Emphasizing the role of strategic leadership through the Olympic Committee for the heads of Olympic sports federations and involving them in development courses.
- Need to involve administrators and workers in Olympic federations in development courses to increase their competencies and effectiveness.
- Need to consider adopting a strategic leadership scale to measure the levels of administrators and heads of Olympic federations.

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Appendix (1)  
Names of the experts and specialists to whom the questionnaires were presented

No.	Name	Specialization	Affiliations
1	Prof. Dr. Abdel-Wadud Ahmed Al-Zaidi	Sports psychology - constructing scales	Tikrit University
2	Prof. Dr. Walid Khaled Hammam	Sports management	University of Al Mosul
3	Prof. Dr. Naseer Qasim Khalaf	Management and Organization	Diyala University
4	Prof. Dr. Khaled Aswad Laich	Management and Organization	Al-Muthanna University
5	Prof. Dr. Zainab Hassan Falih	Sports psychology	Mustansiriyah University
6	Prof. Dr. Salah Wahab Shaker	Management and Organization	Baghdad University
7	Prof. Dr. Othman Mahmoud Shehadha	Management and Organization	Diyala University
8	Prof. Dr. Salam Hantoush	Administration and organization	Mustansiriyah University
9	Prof. Dr. Saad Al-Janabi	Sports psychology	Tikrit University
10	Prof. Dr. Uday Abdul Hussein Karim	Testing and measurement	Diyala University
11	Prof. Dr. Muhammad Fadel Musleh	Management and Organization	Diyala University
12	Prof. Dr. Ghada Mahmoud Jassim	Measurement and evaluation	Mustansiriyah University
13	Prof. Dr. Salah El-Din Hussein Saleh	Management and Organization	Iraqi University
14	Assist. Prof. Dr. Adi Rahman Karim	Management and Organization	Diyala University
15	Assist. Prof. Dr. Haider Hassan Al-Assadi	Management and Organization	Mustansiriyah University
16	Assist. Prof. Dr. Mustafa Hamid Hussein	Management and Organization	Sunni Endowment Office
17	Assist. Prof. Dr. Thamer Hammad Raja	Management and Organization	Baghdad University
18	Assist. Prof. Dr. Raed Rasan	Measurement and evaluation	Educational and psychological sciences/Ibn Rushd
19	Lec. Dr. Zainab Falah Hassan	Management and Organization	Mustansiriyah University
20	Lec. Dr. Ahmed Jarallah Abdullah	Management and Organization	Mesopotamia University College
21	Lec. Dr. Omar Nouri	Sports management	Mustansiriyah University

## Appendix (2)

Expert opinion questionnaire to determine the validity of the fields of the strategic leadership scale  
Ministry of Higher Education and Scientific Research

Mustansiriyahh University

College of Basic Education/Department of Physical Education and Sports Sciences

Prof. Dr ..... Respected

May the peace, blessings, and mercy of God be upon you...

The researcher intends to conduct her research entitled (Strategic leadership among the heads of the national Olympic sports federations from the point of view of their members). To achieve the objectives of the research, the need to build a measure of the strategic leadership of the heads of the national sports federations from the point of view of their members was identified. Through reviewing previous literature and studies, (7) was identified. Fields of the strategic leadership scale can be appropriate to the research sample, and given the sincere desire we know in you to serve scientific research and the fact that you are experienced and specialized, you were chosen within the committee of experts. Therefore, the researcher would like to be informed by your opinions to determine the validity of the fields of strategic leadership, and that is by determining what If the fields are valid, mention the proposed alternative and what you deem appropriate.

With great thanks and appreciation

Notes :

Strategic leadership: A modern management philosophy that relies primarily on the integration between leadership and strategic management in order to evaluate and implement entrepreneurial strategies to create success and encourage interaction between individuals.

Name and scientific title:

Date of obtaining the title:-

Place of work: University:

college :

Specialization:

Date: // 2023

signature:

No.	Suggested fields	Valid	invalid	Proposed alternative
1	Initiative: It is a new plan or procedure to improve something or solve a problem.			
2	Innovation: It is a new organizational method in business practices, in organizing the workplace, or in external relations.			
3	Creativity: It is the transformation of new and imaginative ideas into reality. Creativity is characterized by the ability to perceive the world in innovative and new ways.			
4	Vision: These are the perceptions or directions of what the organization should be like in the distant future.			
5	Flexibility: It is the ability to withstand difficult circumstances, accept criticism, and learn from mistakes.			
6	Growth: is all the overlapping, sequential and regular changes in all physical, mental, emotional and behavioral aspects that occur to the individual and aim to complete his maturity and compatibility with himself and with the society surrounding him.			
7	Risk: Any process, phenomenon, or human activity that			

	could cause loss of life, injury, other health effects, property damage, or environmental deterioration.			
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## Appendix (3)

A questionnaire to determine the powers of the Paragraphs of the strategic leadership scale  
Ministry of Higher Education and Scientific Research

Mustansiriyahh University

College of Basic Education/Department of Physical Education and Sports Sciences

Prof. Dr ..... Respected

May the peace, blessings, and mercy of God be upon you...

The researcher wants to conduct her research entitled (Strategic leadership among the heads of the national Olympic sports federations from the point of view of their members). To achieve the objectives of the research, it was necessary to build a measure of the strategic leadership of the heads of the national sports federations from the point of view of their members. For this purpose, the researcher prepared a model that includes the fields of strategic leadership with paragraphs. Each field, and a theoretical definition for each field has been attached to give sufficient clarification of the content of each field, relying thus on the literature and studies that have dealt with this topic from several aspects. Accordingly, the researcher turned to Your Excellency in presenting this model of the scale, out of her belief in your scientific abilities and extensive experience. She hoped for your kind answer, which requires constructing the scale according to the following: -

- 1- Expressing an opinion on the validity or invalidity of the paragraphs of each field
- 2- Clarity of the paragraphs and the required amendments, if any.
- 3- Add new paragraphs that you deem appropriate for this standard.
- 4- The suitability of the alternatives proposed by the researcher to the scale, which are: (always, often, sometimes, rarely, never) valid () invalid ()

In conclusion, I would like to accept my sincere thanks and appreciation for your scientific efforts to help the researcher complete this research in an integrated manner.....and God is the grantor of success.

Name and scientific title:

Date of obtaining the title:-

Place of work: University:

college:

Specialization:

Date: // 2023

Signature:

- 1- Initiative: It is a new plan or procedure to improve something or solve a problem.

No.	Paragraphs	Valid of Paragraphs		Proposed alternative
		Valid	Invalid	
1	Every charitable work aims to provide assistance to members			
2	The initiative is for charitable work and is not intended for financial gain			
3	Association presidents contribute sufficient information about community initiatives			
4	Union presidents expedite the submission of a project to serve union members			
5	Contributing to developing union members' awareness of the importance of community initiatives			

6	Initiatives of union leaders in the project to fill the gap in community services			
7	He takes the initiative to implement everything he plans for the future of the Union			
8	He takes the initiative to make an effort to change for the better			
9	Developing union members' awareness of participation in community initiatives			
10	Initiative in human resources development			
11	Organizing places, departments, training materials and other necessary services			

2- Innovation: It is a new organizational method in business practices, in organizing the workplace, or in external relations.

No	Paragraphs	Valid of Paragraphs		Proposed alternative
		Valid	Invalid	
12	The president of the union sets a starting plan for new ideas			
13	Evaluates the advantages and disadvantages of the idea			
14	Employees participate in determining future trends			
15	It provides a clear mechanism on how to implement strategies that move the Union from the current situation to the desired future.			
16	It seeks to unify and direct the efforts of employees towards achieving the union's strategic direction.			
17	Develops a comprehensive strategic plan for alternative plans necessary to confront risks.			
18	It informs employees of the future directions of the union, which will affect how work is carried out.			
19	Translates change strategies for the desired future of the Union into specific and practical goals according to a specific time frame.			
20	It creates incentives for new and better ideas			

3- Creativity: It is the transformation of new and imaginative ideas into reality. Creativity is characterized by the ability to perceive the world in innovative and new ways.

No	Paragraphs	Valid of Paragraphs		Proposed alternative
		Valid	Invalid	
21	Ability to achieve creativity through innovation			
22	It works to transform a specific idea into a shippable product			
23	Create new outlets and ways of working			

24	Creativity makes him able to work with everything new in one step			
25	He is subject to the laws of the nature of work, which he controls			
26	He addresses the problems that direct him to work in a scientific manner and does not ignore them			
27	The speed of change in demand or changes in the external and internal environment			
28	He has the ability to apply creativity through an automated style that suits a stable work environment			
29	He has great confidence in his personal abilities and his importance in society			

4- Vision: These are the perceptions or directions of what the organization should be like in the distant future.

No .	Paragraphs	Valid of Paragraphs		Proposed alternative
		Valid	Invalid	
30	possesses strong administrative and leadership skills to be able to make work-related decisions			
31	invests his physical, mental and psychological efforts to resist failure and correct past mistakes.			
32	Analyzes the causes of failure transparently and addresses these reasons in new experiments.			
33	He admits his failures and does not blame his employees for the reasons for his failure			
34	He understands his failure and turns it into a motivation for successes and an inspiration for the experiences of others			
35	The club president makes failure an incentive to achieve success			
36	The club president does not care about negative and discouraging people			
37	It is very important for the club president to admit failure			

5- Growth: It is all the overlapping, sequential and regular changes in all physical, mental, emotional and behavioral aspects that occur to the individual and aim to complete his maturity and compatibility with himself and with the society surrounding him.

No .	Paragraphs	Valid of Paragraphs		Proposed alternative
		Valid	Invalid	
38	Adopts the support of the union's senior management			



39	The Balanced Scorecard directs the Union to achieve its mission			
40	The president of the union carries out all daily work and tasks in the spirit of one team			
41	He is concerned with paying employees' dues in a timely manner			
42	He takes the initiative in bringing in experts and specialists for the purpose of developing creative talents			
43	Directs the control of financial performance in the Union			
44	The Union President adopts various strategies and action plans			
45	seeks to serve employees fairly			

### الريادة الاستراتيجية لدى رؤساء الاتحادات الرياضية الوطنية الاولمبية من وجهة نظر اعضائها

رنا تركي ناجي

الجامعة المستنصرية/ كلية التربية الاساسية/ قسم التربية البدنية وعلوم الرياضة

تكمّن مشكلة البحث في دراسة الوضع الراهن للاتحادات الرياضية في العراق من حيث واقع ممارستهم للريادة الاستراتيجية ويهدف البحث الحالي الى بناء مقياس الريادة الاستراتيجية لدى رؤساء الاتحادات الرياضية الوطنية الاولمبية من وجهة نظر اعضائها. والتعرف على مستوى الريادة الاستراتيجية لدى رؤساء الاتحادات الرياضية الوطنية الاولمبية من وجهة نظر اعضائها. واستخدمت الباحثة المنهج الوصفي لملائمته طبيعة البحث الحالي و اشتملت عينة البحث على أعضاء الاتحادات الرياضية الوطنية الأولمبية ، كما تم استخدام الاستبيان كأداة لجمع البيانات ، واستعانت الباحثة بالحقيبة الإحصائية **spss** لتحليل البيانات احصائياً وتوصلت الى مجموعة من الاستنتاجات منها بناء مقياس الريادة الاستراتيجية المعد من قبل الباحثة مناسب لمقياس مستوى رؤساء الاتحادات الأولمبية العراقية في متغيرات الريادة الاستراتيجية وفق (5) مجالات موزعه عليها (45) فقرة. ويمتلك رؤساء الاتحادات الاولمبية العراقية بنسبة عالية في (المبادرة) من وجهة نظر اعضاء الاتحاد على وفق النسب المئوية لاستجابة عينة البحث ويأتي هذا المجال في المرتبة الاولى من بين المجالات الاخرى للمقياس وهذا ما يحقق احد اهداف التنمية المستدامة للامم المتحدة في العراق (التعليم الجيد)

ملخص البحث

الريادة الاستراتيجية ، الاتحادات الأولمبية

الكلمات المفتاحية