



Sports federations orientations towards exercising skillful leadership at the Iraqi National Olympic Committee

Orientaciones de las federaciones deportivas hacia el ejercicio de un liderazgo hábil en el Comité Olímpico Nacional

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Abstract

Objective: The research aimed to learn about the reality of the directions of sports federations towards the extensive leadership of the Iraqi National Olympic Committee.

Methodology: The researcher adopted the descriptive analytical approach, as it suited the research requirements. The research community was deliberately identified from the members of the administrative bodies of the Iraqi Olympic Sports Federation, with (220) members distributed across (28) federations. A sample of (72.72) was chosen from the original community with (160) members.

Results: The results show that the leadership of the Iraqi National Olympic Committee has a strategic vision that keeps pace with global developments, the nature of cognitive and scientific acceleration, the material, financial, moral and cultural capabilities, and practical integration into the world of sports currently.

Conclusions: The analysis of the research statistics reveals a clear understanding of the Iraqi National Olympic Committee's approach to the nature of skillful leadership and its application, based on a scientific perspective, to accomplish its work with flexibility that supports the capabilities of its employees and moves them away from administrative routine.

Keywords

Skillful leadership; Iraqi National Olympic Committee.

Resumen

Objetivo: La investigación tenía como objetivo aprender sobre las directas de las federaciones deportivas hacia el extenso liderazgo de la comite olímpica nacional iraquí.

Metodología de la investigación: el reseharcher adoptó el enfoque analítico descriptivo, ya que proporcionó los requisitos de investigación. La comunidad de investigación fue identificada deliberadamente de los miembros de los organismos Administristview de la Federación de Deportes Olímpicos iraquí, con (220) miembros distribuidos en (28) fusión. Se eligió una muestra de (72.72) de la comunidad original, con (160) miembros.

Resultados: Los resultados muestran que el liderazgo de la Comitía Olímpica Nacional Iraquí tiene una visión estratégica que mantiene el ritmo de los desarrollos globales, la naturaleza de la accesación cogueica y científica, las capacidades de especialidad, financiera, moal y cultural, e integración práctica en el mundo de los deportes actualmente.

Conclusiones: El análisis de las estadísticas de investigación revela una comprensión clara del enfoque de la Comitie Olímpica Nacional Iraquí sobre la naturaleza del liderazgo hábil y su aplicación, basada en una perspectiva científica, para que busque su trabajo con flexibilidad que respalde las capas de sus empleados y aleja la rutina administradora.

Palabras clave

Liderazgo hábil; Comité Olímpico Nacional Iraquí.

Introduction

The relentless and continuous pursuit of the level of performance led to the direction of sports leaders towards administrative practices based on aspiration to concepts and variables of practical value in developing the Iraqi sports reality and their interest in finding ideal ways to meet the challenges in organizing administrative work through leadership behaviors characterized by creativity and innovation for scientific lower. With changing situations, goals achieve and ensure resistance and continuity in the reality of business administration of these sports institutions in a sustainable way, directing attention and logical thinking to the ingenious leadership, which is a "leadership pattern based on the dual use of closed leadership represented by control activities on workers and open leadership represented by the training and development activities of workers, which increases their creative capabilities" (Chakma et al., 2021; Khalid Ghanam & Abdul Raheem Farh, 2025; Onea & Alecu, 2025).

It also mirrors the fact that leader is able to create and apply new ideas in addition for promoting meaningful social interaction among organizational member and between key stakeholder. With this mechanism, leaders could put current behavior in line with the future striving so they could anticipate the 'to be' change and maintain on going change and development (Kurniadi et al., 2020; Coma Bau et al., 2024; Hartoyo et al., 2024; Hartanto et al., 2025). It also expresses the complexity carried by innovative operations, must be met by a complicated leadership pattern in order to be able to deal with innovation, activities, exploration and investment of the capabilities of workers (Haihua et al., 2020). It is also known as "the ability to stay and prosper for a long time by exercising a renewed gradual change in arranging the organizational structure and dealing with contradictions and balance between exploitation and exploration to improve performance" (Chakma et al., 2021; Pérez-Torralba et al., 2022; Pires et al., 2022; Ruiz-Barquín et al., 2024).

By effectively focusing on both the strategic and operational aspects of management, ambidextrous leadership has the power to help organizations exploit current resources while also exploring new opportunities, which enhances institutional effectiveness and long-term performance (Rosing et al., 2011; O'Reilly & Tushman, 2004). In sport governance settings, such as national Olympic committees, leadership is a key factor for coordinating strategic responses to financial pressures, political instability and environmental uncertainty (Pires et al., 2022; Ruiz-Barquín et al., 2024).

Previous studies have demonstrated that ALS are considered to enhance the maximal use of human resources by matching the individuals' competencies with organizational objectives, while enhancing administrative efficiency and support program development (Chakma et al., 2021; Kung et al., 2020). Furthermore, the adoption of contemporary leadership models in sport organizations results in improvement to good governance, infrastructure and internationalization by means of decision-making based on evidence and management systems adapted to the reality (Sampaio & Teques, 2020; Pérez-Torralba et al., 2022).

Under this condition, ambidextrous leadership allows organizations' leaders to combine authority and flexibility, stimulates employees' responsibility and triggers collective and individual creativity (i.e., it is pivotal for sustaining performance as well as organizational development in a dynamic sport setting; Zacher & Rosing, 2015 Haider et al., 2023).

Research on ambidextrous (skillful) leadership to date, although phenomenon centric, has been largely confined to business, organizational and industrial settings where it is reported to improve the sustainability, performance and innovativeness potential of any organization under study (O'Reilly & Tushman, 2004; Rosing et al., 2011; Chakma et al., 2021). More recently, this model has been expanded to domains such as education, museums and retail services that justify its applicability in volatile complex organizational settings (Kung et al., 2020; Duc et al., 2020; Luu et al., 2019).

However, empirical studies examining ambidextrous leadership in sport organizations are scarce. Although leadership is well known in the sport sector (e.g., coaching, athlete development, and organizational performance), most of this work has mainly concentrated on transformational, shared, or democratic leadership rather than ambidextrous leadership style (Sampaio & Teques, 2020; Pérez-Torralba et al., 2022; Ruiz-Barquín et al., 2024).

This also reflects an emergent gap given the swift pace of digitalization, technological revolution, and growing complexity in organization of sport systems that demand leaders manage stability and change,

control and innovation—core tenets of ambidextrous leadership (Chakma et al., 2021; Haider et al., 2023). Accordingly, examining ambidextrous leadership in the context of national sport governing bodies (e.g., Olympic committees) represents a substantive and timely contribution to sport management research.

The study (ITO, 2022), which aimed to study the contradiction by analyzing the effect of exploration and the qualitative exploitation of the gradual and repeated, indicated the effectiveness of the organization and shed on the theory and hypotheses related to the formations of both exploration and exploitation that includes gradual and repeated and according to any method that affects the imbalance of the performance, and applied to the company specialized in the video game industries sector with (97) A company in Japan and a skeleton amounting to (647) individuals distributed to them, and it was represented by the dimensions of the study of the organizational vengeance, and there showed a positive relationship between ingenuity and performance, but it is different. When the exploitation classification classifies a larger form with a complementary correlation between exploitation and exploration, and the study recommended conducting similar studies outside the state of Japan because a section of companies intensifies its work on international sales, it is expected that it will be accessible the study is very accurate.

The study (Wahyudi & Santoso, 2022), which aimed to analyze the factors that affect the competitive advantage and provide suggestions to improve projects on a sample of (285) of the company managers and the results indicated that the ingenious leadership has a positive impact on the pioneering trend and social capital has a direct positive impact on the pioneering trend, and there is no direct positive impact of the ingenious leadership on the competitive advantage and social capital has an impact A direct positive on the competitive advantage and pioneering orientation has a direct positive impact on the competitive advantage of employees. The pioneering orientation works as a mediator variable between the ingenious leadership and the competitive advantage of employees as the pioneering orientation is a mediator variable between social capital and the competitive advantage. (Duc, et al., 2020) study, which aimed to know the extent of the influence of the open and closed behaviors of leaders on exploratory and exploitative learning and also aimed to publish the ingenious leadership, collective innovation and collective learning in retail services in commercial centers, shops and digital channels, in Vietnam and applied to the sample (296) of the leaders using its questionnaire consisting of nine questions and was more important The conclusions are able to switch smoothly between the open and closed behavior of leadership, which leads to a higher degree of exploratory and exploitative learning for the team and thus accomplishing team innovation and thus achieving innovation for the team, and the study recommended a proposal to study additional additional variables such as intermediate variables of the relationship between the ingenious leadership and the team's innovation such as psychological capital and professional safety. It also dealt with a study (Kung et al., 2020), which aimed to identify the impact of the ingenious leadership on the innovative behavior of employees in public museums on a sample of (30) human resources managers, (74) department director and (237) employees of the Taiwanese public museums. For innovation has an intermediate effect on the relationship between the ingenious leadership and the innovative behavior of employees. In addition, the study (Luu et al., 2019), which aimed to determine the role of the ingenious leadership in enhancing the drafting of function Pioneer orientation.

The importance of research lies in the nature of the work of the Iraqi National Olympic Committee and the challenges it is going through and the extent of its leadership in setting long-term solutions to overcome obstacles and difficulties by highlighting its closed, open and flexible behavior in a modern and renewed perspective that expresses the field of ingenious leadership as a way that contributes to responding to pressure and confronting them with exploratory practices, aspirations and ideas characterized by a distance from the surrounding environment And how it is its suitability to maintain its administrative place to develop Iraqi sport.

The research problem indicates the accelerated changes that have been pressured on the work of the Olympic Committee and its ability to re-prioritize its priorities and continue to grow and how to reach high levels in managing its plans in a balanced manner and by looking at sports leaders and traditional methods used in its leadership, which is an inhuman aspect with the surrounding conditions of the work environment, as the change and continuous development has become a lieutenant to keep pace with the world in improving performance and current conditions With its new chairmanship of the administration of the Iraqi National Olympic Committee, it imposed a state of exploration of opportunities and an

attempt to invest in a direction that guarantees it balance in its work environment and a sense of a step towards success and shed attention to new and effective methods of sports leadership, which directed the researcher to a major question of the extent of the extent of applying the exact leadership method by removing it (closed, open and flexible) by the Iraqi National Olympic Committee and its behaviors and describing it as a cake Essential in institutional management can be adopted in the process of steroid improvement from the point of view of sports federations.

Research objective

The purpose of this study was to quantitatively assess the level of ambidextrous (skillful) leadership of the Iraqi National Olympic Committee as perceived by members of sports federations, across its three dimensions (open, closed, and flexible leadership behaviors).

Research hypothesis

The perceived level of ambidextrous (skillful) leadership of the Iraqi National Olympic Committee does not differ significantly from the theoretical (hypothetical) mean of the leadership scale.

Method and Tools

The researcher used Arab and international sources of data and information to establish skillful leadership, its contents, dimensions, nature and traits. This, alongside visiting the field and interviewing personally some of the sports federations, and drawing on questionnaires scales used in previous studies as a working tool for this one.

Research Methodology

The descriptive analytic method was employed by the researcher since it met the requirement of this research. This method represented how the different conditions, values and human relations what leads at a person from one process to another and /or it's by which we mean most inherent characteristic of group of behavioural phenomena (Al-Shawk & Fath, 2004).

Research on communities and samples

The study sample was made up of 220 members of the administrative councils of the official Iraqi Olympic sports federations including 28 federations. A sample of 160 respondents (72.72 percent) was drawn from this population through a random sampling technique. This sample was subsequently split into three separate sub-samples to assist in the development and validation of the scale, comprising an exploratory subsample (n = 10), a scale-construction section (n = 90) and an application part of the sample (n = 60), as shown in table 1.

Such a multistaged approach of sampling was used to secure methodological robustness in scale development by avoiding sample redundancy for pilot testing, psychometric validation and final analysis. This approach provides more robustness and generalisation of the findings as it minimises the sampling bias and prevents response contamination at stages (Allen & Yen, 1979; Al-Kubaisy, 2002).

Table 1. Shows The Details Of The Community And Sample For The Research.

No.	Number of sports federations	Number of communities	Target sample	Exploratory sample	percentage%	Construction Sam	percentage %	ple Application Sample	percentage %
1	28	220	160	10	6.25	90	56.25	60	37.5

After defining the features of the sample and its requirements, some theoretical features were discussed from the sources, scientific literature and previous research on the ingenious leadership in its general concept, dimensions, characteristics, advantages and relationship with some administrative changes to identify their content and what it aims in its theoretical goals and applying them in practice. A set of means and information was approved to know the nature of the sample, as well as field visits and personal interviews for some members of the sports federations to ask a set of open questions to learn about some facts related to research purposes. The researcher built the research scale by adopting the

main dimensions of the variable as basic fields by (3) areas distributed on (39) phrases that were formulated in a scientific and understandable way that can be accepted by members of the sample in order to maintain the sobriety of the answer to them in a realistic way, and then present it to a group of experts and specialists in the field of management, testing and measurement and those with experience in administrative work in the field of club clubs as well The academy, who numbered (17) experts, in order to see the fields of scale and phrases affiliated with it and set the appropriate amendments to it in its concept and formulation in order to increase its scientific sobriety and the research sample complies, as the (Chi-2) equation was applied to the opinions of experts and as in schedule (2).

Table 2. Expert Opinions Regarding The Validity Of The Competent Leadership Scale's Sections And Paragraphs Are Displayed

Variable name	No.	Domains	Number of Paragraphs before modification	Number of Paragraphs after modification	Agree	Disagree	Chi2 value calculated	Level Sig	Type Sig
skillful leadership	1	Extroverted Leadership Behaviors	13	11	17	0	17	0.000	Sig
	2	Closed Leadership Behaviors	13	8	17	0	17	0.000	Sig
	3	Flexible Leadership Behaviors	13	10	16	1	13.24	0.000	Sig

Note. Significant when the degree of freedom is (1) and the significance value is less than 0.05.

After conducting the expert opinions, paragraphs that did not achieve the required percentage at the significance level of (0.05) were deleted, bringing the total number of paragraphs, as a result of the apparent validity of the Skillful Leadership Scale, to (29). In accordance with this procedure, the researcher conducted a pilot experiment on a group of (10) Participants in the sports administrative bodies federations from the total target sample, randomly. This was to determine the sample's acceptance of the scale, the clarity and comprehension of the paragraphs, their linguistic formulation, how to respond, and the time taken to complete the questionnaire. This was in addition to conducting practical training for the support team to cooperate in a manner that serves the research purposes in the distribution process of the scale questionnaire, as this procedure is considered one of the important aspects in supporting and consolidating the research work.

Characteristics of scientific transactions for the scale

Two scales are calibrated using the discriminant validity and internal consistency validity methods, respectively to indicate the statistical features in scale validation by way of characteristics of their paragraphs. Statement analysis is "the study which involves the logical statistical analysis of test items enough to identify their properties by means of deletion, modification, addition or combination in order to get a reliable valid educational test (Al-Kubaisy 2002; Hassan & Abdulkareem, 2025).

Validity of Scales

Face validity was taken into consideration as one of the most important recognitions of educational scales, which indicated that whether an item poses related to what it intended to indicate. This was done by presenting the scale to a panel of experts and professionals to check if the domains and paragraphs were precise.

Discriminatory Ability of the Scale

This facilitates the differentiation between the maximum and minimum scores of the sample's replies on the attribute it assesses. According to sources, "The primary aim of the analysis process is to preserve the highly discriminative questionnaire items that exhibit their efficacy in assessment" (Al-Umary & Al-Salman, 1996). The overall score of each questionnaire was established using the scale questionnaires from a sample of 90 members of the administrative bodies in the Olympic sports federations, who were randomly selected and justified their selection as outlined in the prior sampling schedule, in order to conduct the (T) test for independent samples. The statistical analysis concerning the sample (24.3) at a significance level of (0.05) and with degrees of freedom totaling (46) indicates a high level of discrimi-

nation. This is evidenced by the elevated and consistent values of the upper group across various samples, attributable to the substantial homogeneity observed in the questionnaire data. The standard deviation and contrast are nearly nil, indicating stability in the sample responses to the number (4). This illustrates the consensus process of their viewpoints, since they share a common experience. Their inquiries are likely to yield uniform responses, which are objective and fixed, without integration or variation, as demonstrated in Table (3).

Table 3. Shows the discriminating ability of the skillful leadership scale

Sequence of Paragraphs	Upper group		Lower group		T value calculated	Level Sig	Type Sig
	Arithmetic mean	Standard deviation	Arithmetic mean	Standard deviation			
1	4.0000	0.00000	2.4167	.50361	-15.402	0.000	Sig
2	4.0000	0.00000	2.6250	.49454	-13.621	0.000	Sig
3	4.0000	0.00000	2.6250	.49454	-13.621	0.000	Sig
4	4.0000	0.00000	2.8750	.33783	-16.314	0.000	Sig
5	4.0000	0.00000	2.2500	.44233	-19.382	0.000	Sig
6	4.0000	0.00000	2.5000	.51075	-14.387	0.000	Sig
7	4.0000	0.00000	2.5833	.50361	-13.781	0.000	Sig
8	4.0000	0.00000	2.6250	.49454	-13.621	0.000	Sig
9	4.0000	0.00000	2.7500	.44233	-13.844	0.000	Sig
19	4.0000	0.00000	2.7083	.46431	-13.629	0.000	Sig
11	4.0000	0.00000	2.4583	.50898	-14.839	0.000	Sig
12	4.0000	0.00000	2.7083	.46431	-13.629	0.000	Sig
13	4.0000	0.00000	2.5417	.50898	-14.037	0.000	Sig
14	4.0000	0.00000	2.4583	.50898	-14.839	0.000	Sig
15	4.0000	0.00000	2.5833	.50361	-13.781	0.000	Sig
16	4.0000	0.00000	2.4583	.50898	-14.839	0.000	Sig
17	4.0000	0.00000	2.6667	.48154	-13.565	0.000	Sig
18	4.0000	0.00000	2.7083	.46431	-13.629	0.000	Sig
19	4.0000	0.00000	2.5417	.50898	-14.037	0.000	Sig
20	4.0000	0.00000	2.8333	.38069	-15.013	0.000	Sig
21	4.0000	0.00000	2.7917	.41485	-14.269	0.000	Sig
22	4.0000	0.00000	2.6667	.48154	-13.565	0.000	Sig
23	4.0000	0.00000	2.6250	.49454	-13.621	0.000	Sig
24	4.0000	0.00000	2.6667	.48154	-13.565	0.000	Sig
25	4.0000	0.00000	2.5417	.50898	-14.037	0.000	Sig
26	4.0000	0.00000	2.3750	.49454	-16.098	0.000	Sig
27	4.0000	0.00000	2.7083	.46431	-13.629	0.000	Sig
28	4.0000	0.00000	2.3333	.48154	-16.956	0.000	Sig
29	4.0000	0.00000	2.5833	.50361	-13.781	0.000	Sig

Note. Significant when, within the degree of freedom of (46), the significance value is less than 0.05.

Internal consistency validity coefficient of the scale

In order to determine the scale's internal coherence and how each statement relates to the scale's overall score was determined according to the Pearson coefficient. This procedure was used to demonstrate the statistical results of deleting paragraphs that did not achieve a significance level of (0.05) or less, which indicates the retention of (22). Some sources state that "the higher the item's correlation coefficient with the overall score, the greater the likelihood of obtaining a more homogeneous scale" (Allen & Yen, 1979; Easa et al., 2022). As shown in Table (4).

Table 4. Shows the internal consistency coefficient of the skillful leadership scale.

No.	Correlation coefficient	Level Sig	Type Sig	No.	Correlation coefficient	Level Sig	Type Sig
1	0.435**	0.000	Sig	16	0.220*	0.037	Sig
2	0.137	0.196	non Sig	17	0.040	0.711	non Sig
3	0.289**	0.006	Sig	18	0.240**	0.001	Sig
4	-0.056	0.598	non Sig	19	0.268**	0.000	Sig
5	0.252*	0.017	Sig	20	0.326**	0.000	Sig
6	0.300**	0.001	Sig	21	0.214*	0.042	Sig
7	0.185*	0.043	Sig	22	0.251*	0.017	Sig
8	0.298**	0.004	non Sig	23	0.316**	0.000	Sig
9	0.393**	0.000	Sig	24	0.291**	0.000	Sig
10	0.216*	0.018	Sig	25	0.159	0.135	non Sig
11	0.288**	0.006	Sig	26	0.221*	0.037	Sig
12	0.308**	0.001	Sig	27	0.474**	0.000	Sig
13	0.190	0.073	non Sig	28	0.383**	0.000	Sig

14	0.166	0.119	non Sig	29	0.399**	0.000	Sig
15	0.258*	0.014	Sig				

Note. Significant when, given the degree of freedom of (89), the significance value is less than 0.05.

Reliability coefficient of the scale

The researcher utilized the split-half method to ascertain the dependability coefficient via the Pearson equation, yielding a correlation coefficient of 0.74. This is fifty percent of the assessment hence the Spearman-Brown coefficient was employed to obtain a dependability score of 0.80. The Alf-Crombach coefficient was utilized to analyze the data, yielding a value of 0.79, which is regarded as a high and acceptable level of dependability, as illustrated in Table 5.

Table 5. Shows the reliability coefficient of the skillful leadership scale.

Scale Name	Half-split		Cronbach's alpha	Level Sig
	Before correction (Pearson)	After correction (Spearman)		
Skillful Leadership	0.74	0.80	0.79	0.000

Note. Significant when the degree of freedom of (122) is less than or equal to 0.05.

Upon concluding the statistical procedures to validate the study scale, the scale was finalized, encompassing three primary domains and a total of 22 items, as illustrated in Table 6.

Table 6. Shows the fields and number of paragraphs for the skillful leadership scale in its final form.

Variable name	No.	Domains	Number of Paragraphs before modification	Sequence of Paragraphs in each field
skillful leadership	1	Extroverted Leadership Behaviors	7	7 ·6 ·5 ·4 ·3 ·2 ·1
	2	Closed Leadership Behaviors	6	13 ·12 ·11 ·10 ·9 ·8
	3	Flexible Leadership Behaviors	9	22 ·21 ·20 ·19 ·18 ·17 ·16 ·15 ·14

The questionnaire for the scale was randomly delivered to the primary research sample, comprising 60 members of the administrative bodies of Olympic sports federations, distinct from the building sample. This considered the time necessary to complete the questionnaire and emphasized the primary categories to prevent disproportionate concentration on any single aspect. Upon allowing adequate time for completion of the questionnaire, the responses were collected and input into designated tables for statistical analysis utilizing the SPSS software, incorporating all parameters pertinent to the research objectives.

Result

The descriptive statistics in Table 7 reveal that the general level of ambidextrous (skillful) leadership, perceived by the sample was high; with a mean value of 76.00 out of an available maximum score of 88 and showing relatively low standard deviation (SD = 3.91) i.e., indicating restricted spread between participants' scores. The skewness value (-0.793) for this sampling is indicative of slight negative skew, which indicated a positive average response of the respondents on the perception of leadership. The final scores of leadership laid between 65 and 83, proving the generally fair level and strong stability of perceived leadership among the subjects.

Table 7. Shows A Description Of The Statistical Values Of The Sample's Responses To The Leadership Scale.

Scale Name	Sample number	Number of Paragraphs	Mean	Std. Deviations	Skewness	Median	standard error	Lowest degree	Highest degree
Skillful Leadership	60	22	76.000	0.793-	3.9143	76.500	0.309	65.00	83.00

Note. Significant when the degree of freedom of (59) is less than or equal to 0.05.

Table 8 presents the results of a one sample t-test, that was used to compare the observed mean for leadership scale with the hypothetical mean (66). The findings show that the observed mean for self esteem reached statistical significance ($t = 19.789$, $p < .001$), so it is found that the practical level of ambidextrous leadership in Iraqi National Olympic Committee greatly exceeded the hypothetical mean of the scale.

Table 8. Shows The Values Of The Arithmetic Mean, Standard Deviation, Calculated (T) Value, And Hypothetical Mean For The Skillful Leadership Scale.

Scale Name	Sample number	Number of Paragraphs	Mean	Hypothetical mean	Std. Deviations	T value calculated	Level Sig	Type Sig
Skillful Leadership	60	22	76.000	66	3.9143	19.789	0.000	Sig

Note. Significant when the degree of freedom of (59) is less than or equal to 0.05.

As it is shown in Table 9, there were significant differences between each dimension of the scales. Average scores on extroverted leadership behavior ($M = 24.35$), closed leadership behavior ($M = 20.73$) and flexible leadership behaviors ($M = 30.92$) were significantly higher than average expected means for those areas ($p < .001$). These results suggest that the three facets of ambidextrous leadership are well established in the leadership behaviour of the INOC as perceived by its sports federation members.

Table 9. Shows The Values Of The Mathematical Medium, The Standard Deviation, The Calculated (T) Value, And The Hypothesis Of The Scale

Scale Type	Domains	Mean	Std. Deviations	Hypothetical mean	T value calculated	Level Sig	Type Sig
Skillful Leadership	Extroverted Leadership Behavior:	24.3500	1.77387	21	14.628	0.000	Sig
	Closed Leadership Behaviors	20.7333	1.69612	18	26.183	0.000	Sig
	Flexible Leadership Behaviors	30.9167	2.41669	27	12.554	0.000	Sig

Note. Significant when the significance value ≤ 0.05 under degree of freedom of (59).

Discussion

According to the (T) test, the responses of the application sample, which included 60 members, served as the basis for the statistical work's findings, which are displayed in the tables. There are statistically significant differences in favor of the scale's arithmetic mean at a significance level of 0.05, according to the results of a comparison between the arithmetic mean and the hypothetical mean to assess the importance of the discrepancies. The arithmetic mean's values, which amounted to (76.000), are greater than the hypothetical mean value, which amounted to (66) for the skillful leadership scale, at a significance level of (0.05).

The substantial significantly positive difference between the realized mean and the hypothetical mean suggests that Iraqi National Olympic Committee has a substantially skilful leadership if viewed through ambidextrous meaning (the way how members of sport federations perceives). This result also is in line with ambi- dextrous leadership theory, which posits that the simultane- ous emphasis on both exploration (i.e., innovation and adapta- tion) and exploitation (i.e., efficiency and control) constitutes a critical source of organizational effectiveness (O'Reilly & Tushman, 2004)

The findings are consistent with the literature that demonstrated ambidextrous leadership can improve strategic decision making, resources allocation and organizational adaptability in complex conditions (Chakma et al., 2021; Duc et al., 2020). Especially within sport organizations, management portraits that

can blend flexibility with administrative dominance have also been reported to help sustain the institutional stability and innovation and performance under financial and structural uncertainty (Pires et al., 2022; Ruiz-Barquín et al., 2024).

It appears that the Olympic Committee combines their control-focused practices (e.g., coordination, regulation and governance) with open and flexible leadership behavior to facilitate participation, initiative and stakeholder involvement. Comparable findings were observed by Kung et al. (2020) and Luu et al. (2019) that bilateral leadership style enhances employee participation, innovation, and strategic fit across organizational hierarchies.

Hence, the present results offer empirical evidence to support the relevance of ambidextrous leadership theory in national sport governance, and indicate that this kind of leadership indeed is conducive to greater organisational coherence, long-term planning and sustainable sport development.

Some studies indicate that the ingenious leadership is the one that embodies its ability to organize the complex exchanges that require a simultaneous endeavor in the aspects of exploration, exploitation and preserving ingenuity through the vision, values and culture of the administrative organization as a major side of the successful regulatory leadership responsibilities (O'Reilly & Tushman, 2004; Sampaio & Teques., 2020; Weiss & Fretwell., 2020). Other studies have also confirmed that they are the ones that encourage its employees to achieve their goals and create an administrative environment that calls for mutual confidence between them and support each other. The ingenious leadership allows adapting to the complex nature of innovation and creativity and their ability to impose an emotional balance towards the continuity of change, which reduces fear of their employees and increases self-efficacy in making decisions and takes responsibility in their work procedures, even if they are fraught Risk (Martínez-Climent et al., 2019; Abdulghani et al., 2025).

In the realm of open leadership behaviors, the statistical analysis utilizing the T-test revealed noteworthy findings. Upon comparing the arithmetic mean with the hypothetical mean to ascertain the significance of the differences, it became evident that there exist statistically significant differences favoring the arithmetic mean of the scale at a significance level of 0.05. As the values of the arithmetic mean, which amounted to (24.3500), are greater than the value of the hypothetical mean, which amounted to (21) at a significance level of (0.05). This is due to the nature of administrative awareness and the ability of the leadership in the Olympic Committee to interpret matters according to administrative principles in an organized and thoughtful manner, which demonstrated its ability to bear responsibility and deal with all parties and beneficiaries in a conscious manner characterized by administrative empowerment through its continuous experience in administrative systems and continuous interaction with participating sports federations and clubs, both internal and external, and interaction with their global counterparts, which created its skillful ability to divide duties and powers and leadership openness in employing its methods in a way that aligns with its strategic plan and the needs of employees, and demonstrates its nature in dealing freely and administrative transparency, accepting opinions from all parties, studying them and taking responsibility for implementation, which gives all employees a feeling that they are an important part of the work of the Olympic Committee in making its decisions. This positive administrative climate may consolidate the principles of cooperation, participation and job satisfaction and motivate them to be creative and enhance job stability so that this leadership and its employees will be a main part of the branch of the value of sports work in the future. It has been pointed out that open leadership behavior expresses the variance and differences among subordinates' behaviors in a scientifically organized manner, which encourages them to experiment, freedom of opinion, and the ability to strive for creativity and do things in different ways. It also gives them the opportunity to think and implement, and enhances their attempts to present everything new and challenge current positions. This raises the value of open leadership, which leads to an increase in subordinates' exploratory activities on an ongoing basis (Alghamdi, 2018). It also emphasized that open leadership behaviors encourage breaking routine procedures and rules, thus opening up leadership to work in different ways, making room for individual and collective creativity and expanded thinking, increasing management's capacity for innovation and diversity in methods to discover everything new and define it within a set of behaviors, motivating them to face the future, follow through, and challenge without restriction or fear (Haider et al., 2023).

As for the field of (closed driving behaviors) and the statistical results according to the (T) test, after conducting the comparison process between the arithmetic mean and the hypothetical mean to identify

the significance of the differences, it was found that there are statistically significant differences in favor of the arithmetic mean of the scale at a significance level of (0.05). As the values of the arithmetic mean, which amounted to (20.7333), are greater than the value of the hypothetical mean, which amounted to (18) at a significance level of (0.05). This is due to the fact that the administrative recruitment process is well-executed, demonstrating the Olympic Committee's approach to the type of leadership used, which shows that skillful leadership is an aspect of effective management through its closed behavior, which indicates within the skill of its ability to control its management and the nature of their duties within the organizational structure in a coordinated and standardized manner. This gives the strength of stability in the work despite the acceleration in competition and the challenges that arise in sports work internally and externally, as closed management expresses the leadership's ability to maintain the management of operations, exchange information and the nature of decisions, which shows its skill in achieving its goals. In addition, the administrative harmony and consistency in the joints of the organizational structure and working with a team spirit reduces the chaos of work, blocs or internal conflicts and raises the value of social relations and informal organization among its employees, which helped in creating an atmosphere of successful administrative governance and responsibility. Some researchers have indicated that closed leadership behaviors are an important method for accomplishing work in any institution or organization. Leadership takes measures that reduce lateral differences, prevent work interference, and limit administrative routine throughout the implementation of the work plan. It also establishes effective administrative rules and chooses the type of control and supervision that allows leadership to demonstrate its skill in managing its employees (Rosing et al., 2011). Some researchers have also agreed that closed leadership behaviors enable the reduction of variance, achieving efficiency in employee behavior, and implementing systems and laws to achieve desired goals. These goals are monitored and followed up to take corrective action whenever necessary. This leadership behavior seeks to reduce workplace conflict and closely monitors organizational operations (Zacher and Rosing, 2015; Abdulhussein et al., 2026) (Ahlers & Wilms, 2017). In the domain of flexible leadership behaviors, the statistical analysis utilizing the (T) test revealed noteworthy findings. Upon executing the comparative analysis between the arithmetic mean and the hypothetical mean to ascertain the significance of the observed differences, it was determined that statistically significant differences exist, favoring the arithmetic mean of the scale at a significance level of (0.05). As the values of the arithmetic mean, which amounted to (30.9167), are greater than the value of the hypothetical mean, which amounted to (27) at a significance level of (0.05). This is due to the fact that the Iraqi National Olympic Committee operates within an administrative system surrounded by constantly changing work dynamics due to circumstances, sporting events, developments in training and education programs, infrastructure, and financial investment. This has made flexibility and adapting to these changes a prerequisite for success in its skillful leadership and an effective factor in excelling and distinguishing itself in business management. This demonstrates the nature of flexibility as a necessary condition for changing paths in order to achieve the public interest and the objectives required to help ensure the success of Iraqi sports. Changing behavior and organizing positions according to work requirements is a strength that demonstrates the leadership's ability to adapt to circumstances and control situations at all times, in addition to its ability to reflect its leadership styles according to the realistic changes in work. We see the possibility of moving from directing to participating in making change according to emergency circumstances, maintaining the continuity of work within the Olympic Committee, and accommodating all parties for the continuous development of its institutional capabilities to support Iraqi sports. Flexible leadership refers to the ability of leadership to respond in different ways to the demands of the situations it faces. Behavioral flexibility is defined by a broad understanding of the cognitive ability to adapt to match behaviors with the demands of the environment in which they operate (Ali et al., 2023; Abdulkareem & Sattar Jabbar, 2025). Flexible leadership is also an important enabler for the shift between skillful leadership behaviors according to the requirements of the situation and the context it faces, and the shift from exploration, which refers to renewed knowledge that contributes to protecting the organization from knowledge obsolescence, to exploitation, which refers to refining and developing existing knowledge as a basis for excellence in administrative work. Skillful leaders are those who lead their organizations to remain adaptable to competitive conditions (Klonek et al., 2020; Rashid & Mazhar, 2018; Hassan & Abdulkareem, 2025).

Conclusions

- The clear perception of the Iraqi National Olympic Committee for the nature of the ingenious leadership and its sustainable employment develops and enhances the effectiveness of their work according to the human and development resources according to a scientific perspective to complete its work with flexibility that supports the capabilities of its employees and move them away from the administrative routine.
- The Iraqi National Olympic Committee follows up administrative behaviors and puts openness towards the opinions of employees and holds them part of the responsibilities in making decisions raising the value of performance and enhancing its position in driving brilliantly.
- The ingenious leadership in the Olympic Committee showed the ability to make long-term decisions to raise the value of federations and sports clubs in the future and ensure the programmed improvement of their plans in an accurate and organizational plan.
- The adoption of the Olympic Committee is the role of the ingenious leadership, which is a reference side for all employees as a goal that attracts their ideas and capabilities in innovation and creativity and evaluating this, as they are part of the administrative development system in it.
- The ingenious leadership showed the flexibility of the Olympic Committee in the quick responses to cover the work procedures with federations and sports clubs with all the changing conditions internally and externally.
- The dimensions of the ingenious leadership in the open, closed and fencing dealing are strategic pillars to manage the Olympic Committee in revealing the capabilities and capabilities of all its employees how to motivate them and share their success and innovation to ensure their commitment to raising their potential and levels of work.

Recommendations

- Encouraging the leadership responsible for the Iraqi National Olympic Committee the capabilities of its employees to raise their job capabilities and increase their experiences through the continuous participation of the systematic training courses within its annual plans.
- Adopting the dimensions and elements of the ingenious leadership in all areas of sports management, opening doors for digital and creative dealing and strengthening the technological system in independent units that help develop systematic plans that support sports federations and clubs.
- Carrying out the way for employees in freedom of expression, providing ideas and solutions to support Iraqi sport, stay away from the monotony of office work and put rewards and incentives to provide an administrative environment for a trust that feels comfortable.
- Providing all the capabilities, material, and moral supplies, which enhances the ingenious leadership in employing the organizational structure in a correct administrative way that is compatible with the global development of professional capabilities supporting sports.
- The necessity of carrying out exploratory operations, searching for the new and exploiting opportunities to move the capabilities inherent in its fulfillment, feeling safe and confident in providing an unfamiliar thing.
- The need for the management of the Olympic Committee to adopt strategic plans and global experiences to employ them in a way that gains the conviction of employees and attracts them towards their leadership of their behavior, flexible democratic methods that simulate all employees and take into account their individual differences.

Conflict of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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