# The Reality of Smart Leadership in the Iraqi Basketball Federation in Organizing Tournaments and Matches from Workers' Perspectives

## Khairiyah Salih Sehen [1], Wasan Hanoun Alia [2,] Tamader Abdul Aziz [3]

[1] University of Baghdad / College of Physical Education and Sports Science.

## Abstract

This study aimed to identify the level of smart leadership in organizing basketball tournaments and matches from the point of view of those working on its management. A descriptive correlational design was used to guide his study. The limits of the research community are represented by those working on the management of the Iraqi Basketball Federation championships including (head and members of sub-federations, committees, local referees, coaches, and administrators of clubs) for the sports season (2023-2024) in 14 Iraqi governorates, except Kurdistan Region (N = 557). The main research sample is 267 individuals who were selected for application who account for (47.935%) of this community. After determining the measurement tool, the researchers conducted the survey by applying the smart leadership scale in organizing basketball tournaments and matches on the members of the application sample by conducting the main survey on them and directly measuring them in a collective and individual manner for the period from December 3rd, 2023 to January 4th, 2024. After collecting the data and statistically processing it with the SPSS, the conclusions and recommendations were that the tournaments and matches organizers of the Iraqi Basketball Federation have a positively acceptable level of smart leadership from the point of view of those working on managing the Iraqi Basketball Federation championships. The point of view of those working on managing the Iraqi Basketball Federation championships has achieved an advanced level of organizational intelligence among those in charge of organizing the Iraqi Basketball Federation tournaments that raise the level of smart leadership they have.

1 Master student/College of Physical Education and Sports Science/University of Baghdad, Email: khayria.salah2204m@cope.uobaghdad.edu.iq

2(PhD), Professor/ College of Physical Education and Sports Science/University of Baghdad, Email: dr.wasan_hanoon@yahoo.com

3 PhD), Professor/ College of Physical Education and Sports Science/University of Baghdad, Email: Tomader.muhsin@cope.uobaghdad.edu.iq

The point of view of those working on managing the Iraqi Basketball Federation championships has achieved an advanced level of organizational intelligence among those responsible for organizing the Iraqi Basketball Federation tournaments that raise the level of smart leadership they have. Raising the level of smart leadership in organizing basketball tournaments and matches requires increased attention to supporting emotional intelligence, according to the point of view of those working on managing the Iraqi Basketball Federation's championships. It is necessary to work to empower those responsible for organizing the Iraqi Basketball Federation championships to raise the level of emotional intelligence because of its importance in raising the level of smart leadership for them. The Iraqi Basketball Association needs to take care in accrediting qualified academics specialized in sports management, adopting opportunities to develop the capabilities of those responsible for organizing the Iraqi Basketball Federation championships.

**Keywords:** Smart Leadership, Tournaments Organization, Iraqi Basketball Federation

## Introduction

Empowering others to be able to do what is necessary in the right way at the right time, cultural and cognitive capabilities that the leader must possess including knowledge, science, behavioral and social skills, and experiences in communication and positive communication with those around him/her, and that big dreams do not turn into a wonderful reality through one person, leadership is a collective effort and exemplary leaders enable others to act, they promote cooperation, build trust and enable others to do good work. (Abdul Raheem, 2015, p. 2). Leadership is defined as "the social roles or functions that the individual (leader) uses during his/her interaction with other members of the group, and the leader is known for his/her power and ability to influence others and direct their behaviors to achieve the group's goal, by improving social interaction among members, maintaining group cohesion and facilitating resources for it, or exerting influence by one member of a group or organization over other members to help a group or organization achieve its goals." (Siham, 2018, p. 22). Leadership is also defined as "the process of moving individuals toward a goal, and it is the process of influencing people and directing them to achieve the goal." (Marwan, 2016, p. 2)

Smart leadership is defined as "the joint dialogue between the leader and his/her followers in order to achieve the common vision for the future of the organization and set goals, effectively, and this process takes place within one organized team that shares the same organizational values and culture.

This process is also affected by the general environment surrounding the administrative formation or it is the leadership style that is based on designing an effective organizational structure and directing administrative bodies to achieve their goals through participatory leadership and social intelligence, taking into account the culture of administrative body and individual capabilities or a set of basic skills that the leaders follow in smart administrative bodies. The first skill of these is risk avoidance and proactivity in order to achieve the requirements of stakeholders of the organization, preventive thinking, personal responsibility, recognition and correction of mistakes. (Saja, 2016, p. 36)

"The word (intelligence) in Arabic includes discernment and kindling, as it is derived from the verb "get smart" and "someone gets smart" means increased understanding and kindling or increased cognitive mental powers for him/her." (Khalil, 2010, p. 111)

"Individuals differ in the amount of intelligence that they are born with, as well as differ in the nature of the intelligence they possess, and differ in how they develop their intelligence as most individuals take a path according to the combination of types of intelligence to solve different problems. The smart individual is characterized as he/she faces the problems encountered in life by the following: (Green, 2015, 49)

1. The most alert, the quickest to understand than others.

2. The most able to learn, the fastest in it, and the most able to apply what he/she has learned to solve problems.

3. The most able to perceive among objects, words, and numbers of relationships.

4. The most capable of innovation, good behavior, and making alternatives to achieve his/her goals.

5. The most able to foresee the results of his/her work.

Thus, smart leadership is defined as "the set of skills that the leader possesses that help him/her to preventive thinking and avoiding risks, and to be proactive to achieve the requirements of the working interest of his/her administrative body, and to assume personal responsibility for all events." (Susan, 2019, p. 22)

Leadership sport is defined as "the process by which a member of an organized sports group directs the behavior of athletes or members of a sports group to push them with a sincere desire toward achieving a common goal among them." (Mohammed, 2005, p. 16)

The concept of sports leadership does not differ from the general concept of leading individuals in any other administrative body, except for the nature of privacy according to the type of sports administrative body and the arrival of this leader in the administrative position that gives him/her the authorities through which he/she can demonstrate the traits and characteristics of his/her leadership for this administrative body.

The researchers define sports leadership as a kind of influential relationship that links the head of the sports administrative body with subordinates and needs personal characteristics that enable the leader to strongly influence subordinates. Also, when dealing with the content of smart leadership, despite the different opinions that dealt with the study of human intelligence in that a high percentage of it is determined by the inherited natural predisposition, but the environment, the nature of the assignment of work, and the responsibility assumed by the federation contributing to the management of tournaments require improving intelligence to meet the requirements of sports administrative work.

Intelligence, in its vital role, is considered inherent to leadership and a major requirement for it, because of the role of the intelligence in wisdom and sophistication to control the variables of events, formulate goals, formulate policies, and plan the necessary to manage the work in the sports institution,

It is necessary to pay attention to the workers responsible for organizing local tournaments and matches and support this interest by studying the variables relevant to the various aspects of their work including smart leadership in organizing basketball tournaments and matches, to achieve cooperation, participation, and interest that leads to innovation, and to face challenges and events in order to achieve the ambition of the Federation. This can only be done through the cohesion and stability of individuals in the application of regulations and laws and good performance to achieve the goal, the optimal utilization of available resources, and achieving the best organization by paying attention to those working on the management of tournaments to increase their efficiency to reach an appropriate competitive environment in which all the elements for success are available. All this must or requires the coherence of smart leadership that must be characterized by those working on organizing tournaments and matches, as local tournaments are subject to laws, regulations, dates, and timings that require them to be communicated, clarified or informed to all those concerned with these tournaments, and those

in charge of managing them may assume the bulk of the responsibilities and abide by internal laws and regulations.

As well as following up and communicating changes in regulations and amendments to laws during the duration of competitions, or sudden events with changes in circumstances that lead to changing dates, which requires continuous work to improve the level of organization through academic administrative and sports support.

A study was conducted (Hana Khaled Al-Raqqad and Aziza Abu Dayyeh) titled (Emotional Intelligence among Academic Leaders in Jordanian Public Universities and its Relationship to Organizational Citizenship Behavior among Faculty Members), which aimed to identify the degree to which academic leaders in official Jordanian universities practice emotional intelligence and its relationship to their organizational citizenship behavior. To achieve the objective of the study, the questionnaire was used to measure the emotional intelligence of academic leaders, and to measure the organizational citizenship behavior of faculty members. The study was conducted on a sample of all academic leaders at the University of Jordan, Yarmouk University, and Mutah University, by (288) and (7373) faculty members at the University of Jordan, Yarmouk University and Mutah University who were randomly selected. The study included an independent variable which is the degree to which academic leaders practice emotional intelligence, a dependent variable which is the degree to which faculty members practice organizational citizenship behavior, and a mediating variable which is the workplace.

The study results revealed a high degree of availability of emotional intelligence among academic leaders in public Jordanian universities, as well as a high degree of availability among faculty members for organizational citizenship behavior in Jordanian public universities. The results also displayed a statistically significant positive correlation between leaders' practice of emotional intelligence and their organizational citizenship behavior (Hana & Aziza, 2012).

A study was also conducted (Fouad Hammoudi Al-Attar, Hazem Rabh Najm Al-Ghunaimawi, and Jassim Rahi Kazim) entitled (Smart Leadership and Its Role in Achieving Organizational Prosperity: An Analytical Study in the Wasit Health Department), which aimed to identify the influence of smart leadership in dimensions represented (emotional intelligence, spiritual intelligence, rational intelligence) in achieving organizational prosperity in dimensions

represented by (innovation, intellectual capital, organizational agility) in the Wasit Health Department. A descriptive correlational design was used in this study. A sample of employees was selected in the Wasit Health Department, and the researchers used a questionnaire for data collection. The researchers handed out 44 questionnaires; of which 40 ones were valid for analysis. The researchers concluded there is a lack of a significant effect of emotional intelligence in organizational prosperity, the top management in the administrative body neglected the employees by not involving them in the decision-making process and its implementation, and the low ability of top management to form the participants to support and develop smart leaders to achieve a distinguished level of organizational prosperity (Fouad et al., 2020).

The importance of smart leadership lies in "creating, sustaining, inspiring the vision, and implementing this vision in partnership with the team. This type of leadership contributes to solving many of the problems left by the industrial era in the world, and this new model of leadership helps to solve huge problems, whether economic, political, technological, and other than what we face today." (Mcshane & Von, 2008, p: 104)

The importance of smart leadership can also be clarified by its interest in "the future of human society in organizations and the maintenance of the basic processes of the desired change in order to shape the future through joint leadership with employees and the development of knowledge for the purpose of developing and improving the basic capabilities of employees by introducing improvements in the culture of administrative body to implement the changes necessary to achieve its goals."

Smart leadership is also a vital process for managing the organization, which results in significant effects on the behavior of the individual and helps him to think soundly, organized and creative, in a way that achieves a competitive advantage for the organization, so it is necessary for organizations to pay attention to the role of smart leadership in the decision-making process." (Chase & Jacobs, 2011, p: 10)

Hence, the importance of this study lies in the following two directions: The first direction: the necessity to know the reality of smart leadership in organizing basketball tournaments and matches, and then provide scientific support to increase their adequacy, to overcome or face difficulties based on providing a theoretical framework from the current study. The second

direction: seeking to provide results and recommendations for that support and assistance, which may contribute to upgrading the organization of basketball tournaments and matches to better levels that keep pace with modernity in the organization adopted in the progress in the field of global sports management.

As the workers in organizing local basketball championships seek to continue excellence and with intelligence in leading and managing these championships, as the members of these sports administrative bodies aim at the same time to enhance the lead of the level of teams in international competitions later, and that the nature of the work and objectives of these workers go parallel to the availability of smart leadership of the vision of the Basketball Federation in organizing local tournaments. The researchers noted the need to support smart leadership to organize tournaments this federation holds, as it is impossible to predict the level of availability among those responsible for them unless they subject to objective diagnostic measurement according to the determinants of measurement and evaluation in sports sciences. Therefore, reaching the scientific truth requires working on building measurement tools to apply the methodology and the necessary steps. This measurement must be based on the determinants of accurate diagnosis of what the formations of the Iraqi Basketball Federation require to know the actual reality of the phenomenon and then explore the strengths and weaknesses of several related areas, to ensure the continuity of the development of leading tournaments that require those working on them to deal efficiently represented by expertise, capabilities, and administrative skills and optimally employ them to solve problems or events arising on the functioning of the tournament system by scientific methods.

Thus, the research problem lies as researchers' attempt to answer the question of what is the reality and level of smart leadership in organizing basketball tournaments and matches among those in charge of organizing them from the point of view of workers? This study aims to identify the level of smart leadership in organizing basketball tournaments and matches from the point of view of those working on its management.

**Methods and Materials**

A descriptive correlational design was used to guide this study. The limits of this study community are represented by those working on the management of the Iraqi Basketball Federation championships, represented by (the head and members of the sub-federations,

committees, local referees, coaches, and administrators of clubs) for the sports season (2023-2024) of (14) Iraqi governorates, except for the governorates of the Kurdistan Region of Iraq, whose total number is (557) individuals, as displayed in Table (1):

**Table 1. Description of study population**

| Study population | Description of the details of the distribution of community members representing the total research sample | | | | | | |
|---|---|---|---|---|---|---|---|
| | Head and members of the sub-federations | Central Referees Committee | Central Competitions Committee | Central Information Committee | Local referees | Teams coaches, their assistants, and managerial | total |
| Tournaments leadership workers | 53 | 3 | 5 | 6 | 90 | 400 | 557 |
| Percent | 9.515% | 0.539% | 0.898% | 1.077% | 16.158% | 71.813% | 100% |

Some fractions of percentages are rounded

As they were randomly selected for the poll sample (20) individuals (3.591%) from their total community of origin represented by the various formations of workers working on the management of the Iraqi Basketball Federation championships. It was also chosen for the main application sample, whose members are determined by the methodological procedures by applying the scale under research to find solutions to the current problem studied, as their number reached (267) individuals (47.935%) of the original community. Khairiya (2023) scale for smart leadership, specialized in the subject of the research and its sample, was adopted, to which the foundations and scientific processes were conducted for a sample of the same

community, and it did not exceed (6) months, as displayed in Appendix (1) and its structure is shown in Table (2).

Table 2. Structure of the smart leadership scale in organizing basketball tournaments and matches in its final form

| Scale subdomains | No. of items | Alternatives | Correction key | Total degree extremes | Hypothetical mean |
|---|---|---|---|---|---|
| The intelligence of rational wisdom | 7 | Agree always, Agree sometimes, Do not agree | 3 2 1 | 7-21 | 14 |
| Strategic Intelligence | 7 | | | 7-21 | 14 |
| Organizational Intelligence | 7 | | | 7-21 | 14 |
| Practical intelligence | 7 | | | 7-21 | 14 |
| Emotional intelligence | 7 | | | 7-21 | 14 |
| Total | 35 | | | 35-105 | 70 |
| The scale contains (4) guiding instructions to answer the paragraphs | | | | | |

The researchers conducted the survey by applying the smart leadership scale in organizing basketball tournaments and matches, on the members of the application sample specified in (267) individuals represented by those working on the management of the Iraqi Basketball Federation championships for each of (the head and members of sub-federations, committees, local referees, coaches of clubs, and administrators). By conducting the main survey on them and measuring them directly in a collective and individual manner by investing their presence in the Iraqi Basketball Federation, with the cooperation of its administrative formations in completing the task of researchers. This survey continued for the period from December 3rd,

2023 to January 4th, 2024, and after each respondent finished his answer, the paper scale forms were withdrawn from him, and then the following steps were taken:

First Step: Calculating the weight score of each item for the selected alternative by means of the triple correction key for the scale items.

Second Step: Collecting the scores of the weights of the items to identify the total score of the field separately from each other, and the total score obtained by the respondent individual in the scale.

Third Step: Tabulation of scale data in special paper forms in preparation for statistical treatments.

**Statistical measures**

Data were analyzed using the statistical package for social sciences (SPSS) IBM for Windows, version 26. The frequency, percent, arithmetic mean, standard deviation, and independent-sample t-test were used.

**Results**

Table 3. The results of comparing the arithmetic mean with the hypothetical mean of the scale

| Application sample number | No. of items | $t$ | Total degree | Hypothetical mean | Arithmetic mean | Std. dev. | Mean difference between means | Sig. | Sig. |
|---|---|---|---|---|---|---|---|---|---|
| 267 | 35 | 105 | 70 | 79.24 | 11.211 | 9.24 | 13.467 | 0.000 | Sig. |

The difference is significant when p is $< 0.05$ with a degree of freedom (n-1) = 266 with a significance level of 0.05, the measurement unit is degree

Table 4. Results of comparing the arithmetic mean with the hypothetical mean for each range of the scale

| Subdomains | No. of items | Total degree of | Mean | Arithmetic mean | Std. Dev. | Mean difference | $t$ | Sig. | Inf. | Order |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | |

| | | subdomain | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| The intelligence of rational wisdom | 7 | 21 | 14 | 15.54 | 2.14 | 1.54 | 11.753 | 0.000 | Sig. | Third |
| Strategic Intelligence | 7 | 21 | 14 | 15.68 | 2.25 | 1.68 | 12.187 | 0.000 | Sig. | Second |
| Organizational Intelligence | 7 | 21 | 14 | 18.72 | 1.949 | 4.72 | 39.534 | 0.000 | Sig. | First |
| Practical intelligence | 7 | 21 | 14 | 14.76 | 2.386 | 0.76 | 5.206 | 0.000 | Sig. | Fourth |
| Emotional intelligence | 7 | 21 | 14 | 14.55 | 3.056 | 0.55 | 2.924 | 0.004 | Sig. | Fifth |

Statistical difference is significant when p-value is < 0.05 with a degree of freedom of (n-1) = 266 and a significance level of 0.05 and a measurement unit (degree)

**Discussion**

Referring to the results of the scale in Table (3), it is clear that the positive level of smart leadership in organizing basketball tournaments and matches appears from the point of view of the application sample of workers in the management of the Iraqi Basketball Federation championships, represented by (chair and members of sub-federations, committees, local referees, coaches of clubs, and administrators).

It is noted from the results of Table (4) that the opinions of the application sample display that the arithmetic means of all five subdomains exceeded the values of the hypothetical mean for each of them, which means that the level of the subdomains of the intelligent leadership scale in organizing basketball tournaments and matches were positive for the required level of all of them. So, (Kadhim, 2023) the results indicate that the difference higher than the comparison between the hypothetical mean and the arithmetic mean of these areas topped by the field of organizational intelligence ranked first in these positive results. The lowest difference was for

the subdomain of emotional intelligence, which ranked fifth, and none of these five subdomains witnessed a weakness in the level. The researchers attribute the emergence of these results to the fact that the answers of the members of the application sample were attracted to their agreement always about considering those responsible of managing tournaments and matches the various material capabilities available in the implementation of the annual curriculum for managing competitions, and they always set a timetable that suits its implementation to enable them to control the follow-up of the workers' tasks in implementing the annual curriculum for competition management with feelings of friendliness toward workers who do not agree with them in implementing the items of the annual curriculum for competition management. They always rely on a database when setting realistic to implement the annual planning for the management of competitions, and sometimes agree that those in charge of managing tournaments and matches take into account the capabilities of workers in implementing the annual curriculum for competition management, and assume the responsibilities entrusted to them in implementing the items of the annual curriculum for competition management. These different trends helped in the emergence of the positive level of smart leadership in organizing basketball tournaments and matches from the point of view of the application sample of workers managing the Iraqi Basketball Federation championships. Many research and studies have confirmed that "the long-term success of administrative bodies requires them to possess smart characteristics at the organizational level, and these characteristics must be characterized by leadership and precedence over others" (Siriwardanagea & Oduor, 2010). It is also "important for the leader to have leadership qualities, and there is no doubt that the acceptance and satisfaction of subordinates with their leader stems from his/her possession of leadership qualities and skills, which are the secret to effective leadership." (Tariq, 2002, p. 18)

"Listening is a direct reason for communication and building trust between the leader and subordinates based on the subordinates' perception of their leader's behavior, which displays attention, interest, and good prophetism toward them, because if the subordinates realize that their leader is listening, they will be more likely to sense communication between them and contribute to building harmonious relations between the two parties" (Khorakian & Other, 2018, p:219). "Predicting the future, rapid changes, and intense competition are what make it more difficult to predict administrative results of what will be the case in the future, and

administrative formations in order to achieve leadership, they must have flexibility, leadership, and culture" (Bilal, 2011, p. 99). Moreover, "influence is the focus of the leadership process, which is based on the conviction of subordinates, rather their fear or submission to an individual or his/her authority, (Jawad Kadhim, M., & Salman Ahmed, 2016) and it is necessary to accept from those who exercise the leadership role (leader) and from individuals (subordinates) who have agreed that the leader exercises the role of leadership at a certain time and situation" (Salah, 2008, p. 136).

The researchers also attribute the emergence of the results of the lower difference for the subdomain of emotional intelligence, which ranked fifth, to the fact that the answers of the members of the application sample were attracted to their agreement sometimes those in charge of managing tournaments and matches avoid making any decision at the moment of their emotion, sometimes they remedy their emotions with deliberation when making decisions, sometimes they understand the mistakes of those working on the implementation of the competition management curriculum by directing them immediately, (Kadhim, 2024) and sometimes they face complex problems when solidly applying the annual competition curriculum. They need attention to alleviate the emotions of workers in various difficult situations and to build beliefs of tolerance and assimilation among those working to manage the application of the annual curriculum for competitions and to examine the implementation of decisions adopted in quick and difficult situations for evaluation. These different trends helped reduce the positive level of smart leadership in organizing basketball tournaments and matches from the point of view of the application sample of those working on managing the Iraqi Basketball Federation tournaments. "The continuous interaction of the individuals with their external environment earns them certain relationships with things, phenomena, and events, which makes their lives filled with various emotions of joy and pleasure, awe, fear, anger, and hatred.

Emotions arise through the individuals' interaction with the experiences to which they are exposed, as they cannot be repelled or stopped, although they may cause the individuals to feel unable to control and control behavior." (Mohammed, 2009, p. 193) "Emotion management is represented by the individuals' ability to control their feelings and negative reactions, the high levels of self-confidence, their objective honesty, their ability to assume responsibility for their

job performance, their ability to deal with environmental and societal variables and adapt to them, and their ability to accept new and creative ideas."

These abilities express themselves in the individuals' ability to control their reactions and emotions, these emotions are like the wind that drives the ship, and may expose it to danger sometimes, but the ship does not move without it, meaning if individuals can learn how to control their emotions and feelings, and control them, they have come a long way by organizing their emotions (themselves) and have the possibility of living life (Salama & Taha, 2006, p. 60). Also, "leaders must adopt a system of vigilance in observing others' emotions, which is one of the characteristics of a successful leader to raise the competitive advantage of administrative formation" (Adeleke, 2013, p: 4). As "the perception of these feelings reactions of the individuals and their responses to different situations and their influence on their decision-making process and includes the dimension of the individuals knowledge of their strengths and weaknesses, (Kadhim & Mousa, 2024) who do not know themselves for what they are, cannot judge the behavior of other individuals. In other words, individuals should have sufficient knowledge of their feelings, motives, and emotions so that they can understand others. Emotionally intelligent leadership significantly contributes to providing a good organizational climate that encourages employees to do their utmost to improve the level of performance of the administrative formation as a whole. Enthusiasm leads to higher employee performance, and management formations whose leaders have emotional intelligence skills achieve higher effectiveness than others." (Salama and Taha, 2006, p. 60).

**Conclusions and Recommendations**

In light of the findings of the current research, the following conclusions and recommendations were reached:

1. Those responsible for organizing the tournaments and matches of the Iraqi Basketball Federation have a positively acceptable level of smart leadership from the point of view of those working on managing the Iraqi Basketball Federation championships.

2. The point of view of those working on managing the Iraqi Basketball Federation championships has achieved an advanced level of organizational intelligence among those responsible for organizing the Iraqi Basketball Federation tournaments that raise their level of smart leadership.

3. Raising the level of smart leadership in organizing basketball tournaments and matches requires increased attention to supporting emotional intelligence, according to the point of view of those working on managing the Iraqi Basketball Federation's tournaments.

4. It is necessary to work on empowering those responsible for organizing the Iraqi Basketball Federation tournaments to raise the level of emotional intelligence because of its importance in raising the level of smart leadership in them.

5. It is necessary to work to support those responsible for organizing the Iraqi Basketball Federation championships by involving them in the leadership preparation courses held by the Scientific Welfare Department at the Ministry of Youth and Sports.

6. The Iraqi Basketball Federation must pay attention to relying on qualified academics specialized in sports management, adopting opportunities to develop the capabilities of those responsible for organizing the Iraqi Basketball Federation championships.

**Appendix 1. Displays the scale of intelligent leadership in organizing basketball tournaments and matches**

**First: The intelligence of rational wisdom:**

| Item | Always agree | I agree sometimes | I don't agree |
|---|---|---|---|
| The organizers of tournaments and matches are working to bring the views closer to agree on the vision. | | | |
| The organizers of tournaments and matches help meet the needs of maintaining tasks within the basketball competition hall. | | | |
| The organizers of tournaments and matches contribute to the formation of positive beliefs among various employees. | | | |
| The organizers of tournaments and matches act wisely with objections to the various facts of events. | | | |
| Organizers of tournaments and matches avoid quick judgments on available evidence by adopting the best possible means to verify it. | | | |
| Organizers of tournaments and matches study the expected events to develop proactive treatments to reduce their occurrence. | | | |
| The leaders of the organizers of tournaments and matches have the qualifications to apply rational wisdom. | | | |

| **Second: Strategic Intelligence**: | | | |
|---|---|---|---|
| The organizers of tournaments and matches believe in the participation of everyone in the strategic decision-making process. | | | |
| The organizers of tournaments and matches study the process of strategic decision-making before implementing its application. | | | |
| The organizers of tournaments and matches determine the responsibilities of each of the employees to implement the strategic decision. | | | |
| The organizers of tournaments and matches work to implement the annual curriculum of the competitions in an atmosphere of employee satisfaction. | | | |
| Organizers of tournaments and matches are shy away from speculating on the responses of workers in different circumstances. | | | |
| Tournament organizers and matches continue to be responsible without delay when faced with a difficult situation. | | | |
| Organizers of tournaments and matches are able to reconcile different opinions when making decisions. | | | |

| **Third: Organizational Intelligence** | **Always agree** | **I agree sometimes** | **I don't agree** |
|---|---|---|---|
| The organizers of tournaments and matches take into account the various financial resources available in the implementation of the annual curriculum for the management of competitions. | | | |
| The organizers of tournaments and matches set a timetable suitable for the implementation of the annual curriculum of competitions. | | | |
| The organizers of tournaments and matches take into account the capabilities of workers in implementing the annual curriculum for managing competitions. | | | |
| Those in charge of organizing tournaments and matches are able to control the follow-up of the tasks of workers in the implementation of the annual curriculum for managing competitions. | | | |
| Those in charge of organizing tournaments and matches express feelings of affection towards employees who do not agree with them in implementing the vocabulary of the annual curriculum for competition management. | | | |
| The organizers of tournaments and matches have the responsibilities entrusted to them in implementing the vocabulary of the annual curriculum for the management of competitions. | | | |
| Organizers of tournaments and matches rely on a database when setting realistic goals for the implementation of annual planning for competition management. | | | |
| **Fourth: Practical Intelligence** | | | |
| The organizers of tournaments and matches deal logically with realistically various unforeseen events in the management of competitions. | | | |
| The organizers of tournaments and matches distribute responsibilities fairly among employees when implementing the management vocabulary of the annual curriculum of competitions. | | | |
| Organizers of tournaments and matches accept the logical perspectives of employees to develop the various capabilities required for the success of competition management. | | | |
| Organizers of tournaments and matches discuss emergency problems with employees flexibly. | | | |
| I trust the fairness of those in charge of organizing tournaments and matches when dealing with those | | | |

| working on the management of the application of the annual curriculum for competitions. | | | |
|---|---|---|---|
| | **Always agree** | **I agree sometimes** | **I don't agree** |
| Organizers of tournaments and matches understand the feelings of those who manage the application of the annual curriculum of competitions to control them in various situations. | | | |
| Those in charge of organizing tournaments and matches are characterized by logical tolerance for some of the mistakes of those working on the management of the application of the annual curriculum for competitions. | | | |
| **Fifth: Emotional Intelligence:** | | | |
| Organizers of tournaments and matches avoid making any decision at the moment of their emotions. | | | |
| Organizers of tournaments and matches manage their emotions with deliberation when making decisions. | | | |
| Those in charge of organizing tournaments and matches understand the mistakes of those working on the implementation of the competition management curriculum by directing them immediately. | | | |
| Those in charge of organizing tournaments and matches are interested in alleviating the emotions of workers in various difficult situations in the management of competitions. | | | |
| Those in charge of organizing tournaments and matches are interested in building beliefs of tolerance and assimilation among those working to manage the application of the annual curriculum for competitions. | | | |
| Tournament and match organizers face various complex problems when applying the annual competition curriculum rigorously. | | | |
| The organizers of tournaments and matches study the implementation of decisions made in quick and difficult situations to evaluate them. | | | |

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