



The reality of innovative leadership among technical supervisors in the departments of sports and scouting activity in Iraq

La realidad del liderazgo innovador entre los supervisores técnicos de los departamentos de deportes y scouting en Irak

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Abstract

Objective: This study aimed to build and apply a measure of the reality of innovative leadership among technical supervisors in the departments of sports and scouting activity in Iraq, in addition to identifying the current level of innovative leadership among them.

Methodology: The study adopted a descriptive approach with the survey method. The research community included all technical supervisors in sports and scouting activity departments throughout Iraq, with a total of 335 supervisors. To collect the data, an initial questionnaire of 40 phrases was prepared, based on the Likert pentagonal method. The scale was then applied to a construction sample of 95 technical supervisors with the aim of developing the scale and verifying its psychometric properties. After reviewing the statements, the scale was settled on 33 statements and then applied to the application sample of 142 technical supervisors. The data was processed and analyzed statistically.

Results: The statistical results showed that the arithmetic mean of innovative leadership scores was 130.746 with a standard deviation of 6.628, while the hypothetical mean of the scale was 99. This difference indicates that there is statistical significance in favor of the arithmetic mean of the sample, where the value of the T-test was 0.000 at the significance level of 0.05. These results confirm the existence of a high awareness among technical supervisors of the importance of innovative leadership in developing sports and scouting performance.

Conclusions: The study concluded that the technical supervisors in the sports and scouting activity departments in Iraq have a good level of innovative leadership, which reflects their deep awareness of the importance of innovation in developing activities and motivating cadres. It was also noted that there was a relative disparity in the level of innovative leadership practice between different governorates or departments.

Keywords

Innovative leadership; technical supervisor; sports activity; scouting.

Resumen

Objetivo: Este estudio tuvo como objetivo construir y aplicar una medida de la realidad del liderazgo innovador entre los supervisores técnicos de los departamentos de deportes y actividad scout en Irak, además de identificar el nivel actual de liderazgo innovador entre ellos.

Metodología: El estudio adoptó el enfoque descriptivo con el método de encuesta. La comunidad de investigación incluía a todos los supervisores técnicos de los departamentos de deportes y actividades de exploración en todo el Iraq, con un total de 335 supervisores. Para la recolección de los datos se elaboró un cuestionario inicial de 40 frases, basado en el método pentagonal Likert. A continuación, se aplicó la escala a una muestra de construcción de 95 supervisores técnicos con el objetivo de desarrollar la escala y verificar sus propiedades psicométricas. Después de revisar las declaraciones, la escala se estableció en 33 declaraciones, y luego se aplicó a la muestra de aplicación de 142 supervisores técnicos. Los datos fueron procesados y analizados estadísticamente.

Resultados: Los resultados estadísticos mostraron que la media aritmética de las puntuaciones de liderazgo innovador fue de 130,746 con una desviación estándar de 6,628, mientras que la media hipotética de la escala fue de 99. Esta diferencia indica que existe significación estadística a favor de la media aritmética de la muestra, donde el valor de la prueba T fue de 0,000 con un nivel de significancia de 0,05. Estos resultados confirman la existencia de una alta conciencia entre los supervisores técnicos de la importancia del liderazgo innovador en el desarrollo del rendimiento deportivo y scout.

Conclusiones: El estudio concluyó que los supervisores técnicos de los departamentos de actividades deportivas y scouting en Irak tienen un buen nivel de liderazgo innovador, lo que refleja su profunda conciencia de la importancia de la innovación en el desarrollo de actividades y la motivación de los cuadros. También se observó que había una disparidad relativa en el nivel de prácticas innovadoras de liderazgo entre las distintas gobernaciones o departamentos.

Palabras clave

Liderazgo innovador; supervisor técnico; actividad deportiva; scouting.



Introduction

Leadership in sports is a topic of paramount importance, as the leader plays a pivotal role in influencing the behavior of group members and guiding them towards achieving common goals. Many scholars and researchers have addressed leadership as a social and psychological phenomenon, stressing that it represents the mutual relationship between the leader and the rest of the group members, with the aim of finding an understanding that achieves cohesion. The leader is the planner and coordinator of successful action (Badri, 2001). It is also defined as a means of influencing the behavior of others and directing them in a way that enables them to gain their obedience, respect, loyalty, and cooperation to achieve the set goals, in light of the distinct human relations between the leader and his followers (Mahmoud & Al-Shafei, 2003).

Educational institutions, including sports and scouting activity departments in the General Directorates of Education in Iraq, face environmental challenges that require the imperative of innovation and change. This necessity enables it to face changing circumstances while maintaining organizational values that may fade as a result of rapid development. Adapting to these variables helps organizations perform better, enhances their ability to solve potential problems, makes the need for development and innovation necessary and urgent, and requires a management environment that stimulates the innovation of technical supervisors.

In the modern era, the directors of sports and scouting departments are required to bring about change and innovation, and to open the way for technical supervisors to participate effectively in keeping pace with development. This includes innovating methods and methods of work that ensure the continuity of these departments, nurturing innovative ideas, and following up on their implementation. This approach ensures the success of the desired change processes, reduces resistance to change in its various forms, and enhances the maximum utilization of available resources (Ajwa, 2018).

Innovative leadership is defined as the ability to influence others and drive innovation by encouraging creative thinking, calculated risk-taking, and applying new ideas that add value to the organization (Davila, Epstein, & Shelton, 2012). The role of achieving innovative leadership lies with managers and technical supervisors alike. They must be innovative and persistent, aware of the importance of innovation at work, interested in new ways of thinking, and working to employ them to raise productive efficiencies, move Ideas, and avoid problems to keep pace with development (Al-Shahrani, 2017).

The sports and scouting departments in Iraq, which strive to excel and succeed in an evolving competitive environment, are an example of organizations that strive for organizational excellence. Organizational excellence refers to the ability of organizations to achieve superior performance and excellence in their field by developing unique competitive advantages and building exceptional capabilities (Powell, 1995). This is an important factor for the success of educational institutions in achieving their goals, and it is related to achieving outstanding performance through the application of a set of procedures and practices that enable the institution to innovate and continuously improve (Pralhad & Hamel, 1990). This includes designing an effective organizational structure, achieving a clear vision and specific goals, and developing a culture within organizations that promotes excellence, encourages innovation, and improves operations, including sports and scouting activity departments in the General Directorates of Education in Iraq.

Study problem: The departments of sports and scouting activity in Iraq are scientific, social, and humanitarian units that are established in a deliberate manner and established in order to achieve distinctive goals or values. These departments seek to adopt different approaches and ideas in their quest to develop, improve performance, and achieve the goals assigned to them.

The researchers found, through a review of studies, theories, and previous writings, that the focus was often on practices related to tangible physical aspects, with the aim of setting clear goals that the sports and scouting departments in Iraq seek to achieve, which is directly reflected in performance. However, modern ideas and theories in management adopt new premises and orientations that focus on intangible aspects at the level of technical supervisors, with the aim of achieving innovative leadership.

From this standpoint, the problem of research starts in studying an important aspect that can affect these skills, namely innovative leadership, which the study sought to diagnose and identify its reality among technical supervisors in the departments of sports and scouting activity in Iraq.



The study problem can be expressed by answering the following question:

What is the reality of innovative leadership among technical supervisors in the sports and scouting departments in Iraq?

Objectives of the study

This study aims to achieve the following:

- Building and applying the reality scale of innovative leadership among technical supervisors in the departments of sports and scouting activity in Iraq.
- Identify the reality of innovative leadership among technical supervisors in the sports and scouting activity departments in Iraq.

Method

Study Design

The study adopted the descriptive approach by survey method (Hammood et al., 2024; Khalaf et al., 2025), and this approach is the most appropriate for the nature of the research, which aims to determine the reality of innovative leadership among technical supervisors in the departments of sports and scouting activity in Iraq.

The descriptive approach is used to describe phenomena as if they are in reality, without any intervention or change. It also helps collect quantitative data from a broad sample representing the study population through research tools such as the questionnaire. This method allows for accurate analysis of trends, opinions, and practices related to innovative leadership, enabling the drawing of generalizable conclusions that contribute to providing a realistic and comprehensive picture of the topic under study.

Participants

The definition of the research population in this study is based on the definition of the available population, which is "the population that refers to the available number of target research population to which the researchers can refer directly in drawing a sample vocabulary" (Khlaifawi, 2024, p. 12). Accordingly, the research community is represented by the technical supervisors of the sports and scouting activity departments in Iraq.

Inclusion Criteria

All technical supervisors who meet the following criteria are listed:

To be the technical supervisor working in the sports and scouting activities departments in Iraq.

The technical supervisor must be within the geographical distribution that includes all parts of Iraq except the Kurdistan region.

Include all members of the available research community (335 supervisors) to ensure 100% inclusive representation.

Exclusion Criteria

No participants were excluded from the available research community, as the sample was deliberately selected and included all members of the population with the aim of achieving maximum representation and generalization.

Table 1. The technical supervisors are distributed among the sports and scouting activity sections

t	Sports and Scouting Activity Sections	Sample Number
1	First Karkh	19
2	Karkh II	22
3	Third Karkh	17
4	Rusafa I	17
5	Rusafa II	22
6	Rusafa III	19
7	Karbala	10
8	Diyala	18



9	Wasit	10
10	Qadisiyah	16
11	Basra	20
12	Najaf	18
13	Nationalization	20
14	Muthanna	18
15	Dhi Qar	14
16	Babylon	15
17	Maysan	12
18	Anbar	16
19	Nineveh	22
20	Salads	10
Total		335

Table 2. Shows the distribution of the research sample

Distribution	Sample exploratory experiment	Sample construction	Sample Application	Excluded
Setup	335	25	150	142
Percentage	%100	%7.462	%44.776	%42.388
				18
				%5.373

Tools and procedures used in the study

The tools used in the research are of paramount importance, reflecting the field's needs to conduct the study (Hussein Kadhim, 2025). In this research, the researchers relied on a variety of tools and procedures to collect and analyze data:

- Paper forms: used to collect raw data from participants, ensuring that responses are documented in an orderly manner.
- Innovative Leadership Scale: The basic tool for measuring the level of innovative leadership of technical supervisors, and it has been designed and verified for its validity and consistency as mentioned.
- Laptop: Necessary for data processing, statistical analysis, organizing, and writing research.
- Electronic calculator: Used to perform fast and accurate calculations during the data collection and analysis phases.
- Arab and foreign sources: These are relied on in building the theoretical framework of the study, defining the concepts of innovative leadership, and reviewing previous relevant studies.
- Field visits to collect information: allowed direct interaction with the study community, understanding the practical context, and collecting additional data through observation.
- Information Network (Internet): Used to search for modern scientific sources, communicate, and collect data through electronic forms if necessary.
- Interviews: Conducted to collect in-depth qualitative information from some of the participants, which adds a qualitative dimension to the quantitative data.

Study Tool: Innovative Leadership Scale

In order to build and develop the measure of the reality of innovative leadership among technical supervisors in the departments of sports and scouting activity in Iraq, the researchers relied on a comprehensive review of literature, sources, scientific references, and previous studies. This is intended to formulate statements that accurately reflect the objectives of the research and ensure the validity of the scale.

An initial questionnaire was prepared for the scale that included 40 statements. The researchers adopted the Likert Scale in the design of the questionnaire, where the responses expressed the extent of agreement with each statement using the options of "never, rarely, sometimes, often, always."

Exploratory experiment

Before the final application of the study, an exploration experiment was conducted on 21/12/2024 on a sample of 25 supervisors. The goal of this experiment was to. Create the appropriate conditions for

the application of the main test on the construction and application sample. Ensure that the sample understands the scale statements clearly. Avoid any errors or potential difficulties that researchers may face during the main application (Ali et al., 2022; Awaad, 2022).

Application of scale to a construction sample

After the exploration experiment, the scale was applied to the construction sample, which amounted to 95 supervisors, from 3/1/2025 to 30/1/2025. The primary purpose of this step was to build and develop the scale of the reality of innovative leadership accurately and scientifically.

To complete the steps of building the scale, the researchers performed a statistical analysis of the scale statements. This process included ensuring that the scientific conditions of the scale, namely honesty and consistency, were met to ensure its reliability and validity in data collection.

Believe the scale

To ensure the quality and reliability of the scale, the researchers relied on Construct Validity, which is one of the types of validity that is verified through statistical analysis of scale statements (Raheem & Shakir, 2023). The validity of the scale was verified by extracting the following indicators:

Construction honesty

Construction honesty is a vital indicator of how well a tool measures the theoretical concept it is designed to measure. This type of honesty is achieved by conducting accurate statistical analyses of statements. The researchers extracted several statistical indicators to reinforce this aspect of honesty.

Discriminating ability of phrases

To ascertain the discriminating ability of each statement on the scale, the researchers applied the Extreme Groups Method. This method is based on comparing the performance of individuals with high and low scores on the scale. The T-test was used for independent samples.

T-test) to calculate the discriminating ability of each statement.

The goal of discriminating ability analysis is to retain statements that have high discrimination, as these statements are considered the highest quality and effective on the scale (Radhi & Wahab, 2024). Experts point out that selecting 27% from the lower group and 27% from the top group provides the best possible discrimination coefficients.

The results showed that all statements were statistically significant at the level of significance (0.05), which confirms their ability to distinguish between individuals effectively. The details of these results are shown in Table 3.

Table 3. Shows the discriminatory ability of scale statements between the upper and lower groups.

Phrases	The Collection	Arithmetic mean	Standard deviation	Calculated value (T)	Itself	Significance
1	High	5.0000	00000.	22.807	0.000	Moral
	Minimum	1.9500	84580.		0.000	Moral
2	High	5.0000	00000.	24.861	0.000	Moral
	Minimum	2.3000	68687.		0.000	Moral
3	High	5.0000	00000.	29.465	0.000	Moral
	Minimum	1.8000	68687.		0.000	Moral
4	High	5.0000	00000.	26.465	0.000	Moral
	Minimum	2.1750	67511.		0.000	Moral
5	High	4.8750	33493.	25.157	0.000	Moral
	Minimum	2.0000	64051.		0.000	Moral
6	High	4.9500	22072.	24.107	0.000	Moral
	Minimum	2.2000	68687.		0.000	Moral
7	High	4.9750	15811.	20.810	0.000	Moral
	Minimum	2.5750	71208.		0.000	Moral
8	High	4.9750	15811.	19.054	0.000	Moral
	Minimum	2.5750	78078.		0.000	Moral
9	High	4.9750	15811.	22.194	0.000	Moral
	Minimum	2.2250	76753.		0.000	Moral
10	High	4.9750	15811.	28.795	0.000	Moral
	Minimum	2.1750	59431.		0.000	Moral
11	High	5.0000	00000.	30.875	0.000	Moral
	Minimum	1.9750	61966.		0.000	Moral
12	High	5.0000	00000.	25.258	0.000	Moral
	Minimum	2.4500	63851.		0.000	Moral



13	High	5.0000	00000.	22.786	0.000	Moral
	Minimum	2.3500	73554.		0.000	Moral
14	High	5.0000	00000.	22.079	0.000	Moral
	Minimum	2.5000	71611.		0.000	Moral
15	High	4.8750	33493.	20.584	0.000	Moral
	Minimum	2.3500	69982.		0.000	Moral
16	High	5.0000	00000.	28.794	0.000	Moral
	Minimum	1.8750	68641.		0.000	Moral
17	High	5.0000	00000.	27.813	0.000	Moral
	Minimum	1.7750	73336.		0.000	Moral
18	High	4.8500	36162.	19.911	0.000	Moral
	Minimum	2.2500	74248.		0.000	Moral
19	High	5.0000	00000.	28.968	0.000	Moral
	Minimum	2.1500	62224.		0.000	Moral
20	High	4.8750	33493.	20.005	0.000	Moral
	Minimum	2.2750	75064.		0.000	Moral
21	High	5.0000	00000.	28.819	0.000	Moral
	Minimum	2.4750	55412.		0.000	Moral
22	High	5.0000	00000.	20.206	0.000	Moral
	Minimum	2.6500	73554.		0.000	Moral
23	High	5.0000	00000.	24.873	0.000	Moral
	Minimum	2.3750	66747.		0.000	Moral
24	High	5.0000	00000.	34.697	0.000	Moral
	Minimum	2.3500	48305.		0.000	Moral
25	High	5.0000	00000.	22.807	0.000	Moral
	Minimum	1.9500	84580.		0.000	Moral
26	High	5.0000	00000.	20.858	0.000	Moral
	Minimum	2.4250	78078.		0.000	Moral
27	High	5.0000	00000.	23.425	0.000	Moral
	Minimum	2.2500	74248.		0.000	Moral
28	High	5.0000	00000.	23.805	0.000	Moral
	Minimum	2.4500	67748.		0.000	Moral
29	High	5.0000	00000.	20.630	0.000	Moral
	Minimum	2.0500	90441.		0.000	Moral
30	High	5.0000	00000.	23.367	0.000	Moral
	Minimum	2.2000	75786.		0.000	Moral
31	High	5.0000	00000.	32.017	0.000	Moral
	Minimum	1.8500	62224.		0.000	Moral
32	High	5.0000	00000.	22.872	0.000	Moral
	Minimum	2.5500	67748.		0.000	Moral
33	High	5.0000	00000.	30.151	0.000	Moral
	Minimum	2.4000	54538.		0.000	Moral
34	High	5.0000	00000.	21.178	0.000	Moral
	Minimum	2.7000	68687.		0.000	Moral
35	High	5.0000	00000.	22.872	0.000	Moral
	Minimum	2.5500	67748.		0.000	Moral
36	High	5.0000	00000.	24.123	0.000	Moral
	Minimum	2.4250	67511.		0.000	Moral
37	High	5.0000	00000.	19.547	0.000	Moral
	Minimum	2.4000	84124.		0.000	Moral
38	High	5.0000	00000.	28.504	0.000	Moral
	Minimum	2.5000	55470.		0.000	Moral
39	High	5.0000	00000.	23.210	0.000	Moral
	Minimum	2.0750	79703.		0.000	Moral
40	High	5.0000	00000.	24.384	0.000	Moral
	Minimum	2.3250	69384.		0.000	Moral

Moral < (0.05) at a degree of freedom (68) and below the level of significance (0.05).

Internal consistency coefficient: checking the validity of the internal consistency of the scale

Internal Consistency Validity is an important form of building truthfulness and is used to ensure the consistency of the scale. This means that statements are consistent with each other, increasing or decreasing their scores in parallel with the increase or decrease of the overall score of the scale.

To achieve this, the researchers relied on the degrees of application of the scale obtained during the discriminatory ability procedures, on the construction sample that includes 150 supervisors. This validity was verified by examining the relationship between the score of each statement and the overall score of the scale and by calculating the correlation coefficients between them for all members of the sample.



The aim of this procedure is to ascertain the homogeneity and consistency of the phrases in measuring the phenomenon studied. A strong correlation between the score of the statement and the overall score of the scale indicates that the statement effectively represents the concept or attribute to be measured.

To achieve the validity of internal consistency, the researchers used the Pearson Correlation Coefficient. The correlation between the score of each statement and the total score of the scale was extracted based on the answers of the building sample members. These results are presented in detail in Table 4.

Table 4. Shows the correlation coefficients between scale statements and the overall score of the innovative leadership scale.

Ferry number	Simple correlation coefficient	Itself	Significance
1	**904.	000.	Moral
2	**904.	000.	Moral
3	**924.	000.	Moral
4	**876.	000.	Moral
5	**824.	000.	Moral
6	**851.	000.	Moral
7	078.-	345.	Immoral
8	**791.	000.	Moral
9	**868.	000.	Moral
10	**850.	000.	Moral
11	022.-	022.	Immoral
12	**848.	000.	Moral
13	**874.	000.	Moral
14	**844.	000.	Moral
15	**721.	000.	Moral
16	**892.	000.	Moral
17	**895.	000.	Moral
18	118.	118.	Immoral
19	**840.	000.	Moral
20	035.	672.	Immoral
21	**853.	000.	Moral
22	**840.	000.	Moral
23	**705.	000.	Moral
24	034.	682.	Immoral
25	**909.	000.	Moral
26	**776.	000.	Moral
27	**906.	000.	Moral
28	**893.	000.	Moral
29	**808.	000.	Moral
30	**914.	000.	Moral
31	**892.	000.	Moral
32	066.	424.	Immoral
33	**860.	000.	Moral
34	090.	272.	Immoral
35	**864.	000.	Moral
36	**801.	000.	Moral
37	**894.	000.	Moral
38	**790.	000.	Moral
39	**834.	000.	Moral
40	**807.	000.	Moral

Moral < (0.05) at a degree of freedom (149) and below the level of significance (0.05).

Based on statistical analysis, specifically what is shown in Table 4, it was found that there were seven non-statistically significant statements. These phrases are: (7, 11, 18, 20, 24, 32, 34).

Because the actual P-value level for each of these statements was greater than 0.05, they were omitted from the scale. As a result, the final scale consisted of 33 statements.

Scale Stability

Checking the stability of the study instrument

To ensure the quality of the scale used in the study, the researchers verified the stability of the instrument using Cronbach's alpha coefficient. This analysis was performed using the Statistical Kit for the Social Sciences (SPSS).

When applying the Cronbach alpha coefficient to the construction sample, which amounted to 150 technical supervisors, it was found that the stability coefficient was 0.958. This value is very high for stability

and indicates that the scale has high reliability in measuring target variables at a significant level of 0.05. The details of these results are shown in Table 5.

Table 5. Shows the value of the scale stability coefficient

Scale Name	Number of ferries	Sample Number	ValueAlphaCronbach	Significance	constancy
Innovative Leadership	33	150	0.958	Moral	Steady and high

Final statistical parameters of the scale

The previous procedures have proven the validity of the scientific foundations and coefficients of the scale. However, to ensure its suitability for the research sample, it was necessary to check the normal distribution of scale scores. This verification was carried out using the grades of the construction sample, which amounted to 150 technical supervisors. Table 6 shows these final statistical features.

Table 6. Shows the final statistical parameters of the construction sample and the values of the normal distribution of the scale

Scale Name	Number of ferries	Arithmetic mean	Standard deviation	Torsion coefficient
Innovative Leadership	33	117.446	33.294	0.582

Application of scale to sample application

After completing the stages of building the scale and verifying its psychometric properties, the researchers, in cooperation with the assistant team, applied the scale to the application sample. The number of members of this sample was 142 supervisors, and the data were collected from January 11, 2025, to February 2, 2025.

Data analysis

This study aims to build and apply a new scale and to understand the results more deeply and draw accurate conclusions, a set of sophisticated statistical methods was relied upon. These methods covered all stages of the study, from the design and validation of the scale, through the application of the scale and data collection, to the analysis of results and the extraction of statistical significance. To analyze and draw conclusions, SPSS (Social Science Statistical Portfolio), version 27, was used (Ali et al., 2024; Mohammed Hammood et al., 2025; Omar et al., 2025). This software is a powerful and versatile tool in statistical analysis, which has enabled a wide range of statistical tests needed to ensure the accuracy and reliability of the results.

Results

Calculating the hypothetical mean of the innovative leadership scale

To determine the hypothetical mean of the Innovative Leadership Scale, which consists of 33 statements, the scale was applied to the application sample that included 142 technical supervisors. To calculate the significance of the questionnaire, the hypothetical arithmetic mean was found using the following law (Judeh, 2008, p. 178):

$$\text{Hypothesized Mean} = \left(\frac{\text{Sum of Alternatives}}{\text{Highest Score for the Alternative}} \right) * \text{Number of Scale Items}$$

Table 7. The presentation of statistical data for the application sample specifications shows

Scale	Arithmetic mean	Standard deviation	Torsion coefficient
Innovative Leadership	130.746	99	0.862

Therefore, using the Likert pentameter (alternative from 1 to 5) the hypothetical mean of the resolution as whole is $\text{CapCapHypothesized Mean} = \left(\frac{1+2+3+4+5}{5} \right) * 33 = 99$



Table 8. Shows the arithmetic mean, hypothetical mean, standard deviation, calculated (T) value, real significance, and type of difference.

Scale Name	Number of ferries	Arithmetic mean	Hypothetical mean	Standard deviation	Calculated value (T)	Significance value	Difference Type
Innovative Leadership	33	130.746	99	6.628	57.073	0.000	Moral
Average difference between the two medians					31.746		

Moral < 0.05

Discussion

Results of the Innovative Leadership Scale Discussion

The statistical results, shown in the table above, showed that the arithmetic mean of the scores of the innovative leadership scale was 130.746 with a standard deviation of 6.628. Comparing this with the hypothetical mean of the scale of (99), it is clear that the arithmetic mean of the sample is much higher than the hypothetical mean, which indicates a significant difference in favor of the study sample.

To confirm the significance of the differences between the arithmetic and hypothetical averages, the researchers used the T-test. The results showed that there is a statistically significant difference between the two averages, where the significance value was (0.000) at the level of significance (0.05).

These results, extracted from Table (7), indicate that there is a high awareness and awareness among technical supervisors of the importance of innovative leadership in developing sports and scouting performance. This high awareness is attributed to several key factors, including a supportive organizational environment, managerial flexibility, and a constant stimulation of creativity and innovation in leadership styles.

This interpretation is consistent with many previous studies that have confirmed that innovative leadership effectively contributes to organizational excellence and enhanced quality performance (Amabile, 1996, p. 39). The researchers believe that innovative leadership is a crucial factor in the development of dynamic work environments, especially in sectors that depend on continuous interaction between individuals, such as sports and scouting. Studies show that leaders who embrace innovation create an environment that motivates workers to think creatively and provide innovative solutions to problems. According to the theory of Transformational leadership, innovative leaders positively influence their followers, increasing their level of performance and internal motivation (Bass, 1994, p. 98).

The positive results of the Innovative Leadership Scale also reflect the awareness of technical supervisors of the importance of innovation in administrative and sports work, which is in line with studies that confirm that innovative leadership contributes to improving institutional performance and developing work environments. Zaghloul (2017, p. 48) argues that innovative leadership relies on unconventional management methods that aim to motivate employees to create and innovate by providing a supportive environment that allows them freedom of experience and independent thinking.

Factors contributing to positive outcomes

The results also indicate that there are administrative policies that support innovation, which is consistent with what Al-Harbi (2020, p. 97) stated that sports organizations that provide a motivational environment for employees contribute to developing their ability to adopt innovative leadership practices, leading to achieving administrative excellence.

The researchers confirm that there are several reasons for the moral results obtained from the innovative leadership scale, including:

Having a work environment supportive of innovation: It appears that the sports and scouting departments in Iraq provide an environment that allows technical supervisors to adopt new ideas without fear of failure, which is an important factor in promoting organizational creativity (Zhou, 2003).

Leaders' adoption of modern management methods: The results indicate that technical supervisors apply management methods that support innovation, such as intellectual stimulation and mental challenge, which are essential elements of innovative leadership (Yukl, 2013, p. 54).



The researchers attribute the positive results of the Innovative Leadership Scale to an association between innovative leadership and high organizational performance. Tidd (2018, p. 67) asserted that leaders who encourage innovation contribute to improving the work environment and increasing employee satisfaction, leading to improved productivity and overall efficiency. Moreover, the presence of a strong innovative culture within the sports and scouting departments in Iraq enhances the quality of sports and scouting programs and makes them more compatible with the requirements of the times.

From the above, the researchers confirm that the positive results of the innovative leadership scale among technical supervisors reflect a clear awareness of the importance of innovation in improving institutional performance. This shows that the regulatory environment greatly supports the application of innovative leadership practices, which contributes to enhancing performance and achieving the strategic objectives of the sports and scouting departments in Iraq. This is in line with research on the active role of innovative leadership in enhancing organizational success and achieving sustainability in sports and administrative performance.

Conclusions

- The results show that the technical supervisors in the sports and scouting activity departments in Iraq have a good level of innovative leadership. This reflects their deep awareness of the importance of innovation in the development of sports and scouting activities, in addition to their role in motivating cadres.
- The study showed that the adoption of innovative leadership methods contributed significantly to improving work efficiency, increasing motivation among employees, and developing sports and scouting programs.
- The results indicated that the institutional environment in some departments supports innovation and encourages individual initiatives. This support enhances the opportunities to develop activities in non-traditional and more creative ways.
- A relative disparity in the level of innovative leadership practice was observed between different governorates or departments. This disparity is mainly due to the different capabilities available and the level of administrative support.
- The results revealed that fostering innovative leadership depends intrinsically on establishing an organizational culture based on experimentation, initiative, and acceptance of new ideas without fear of failure.

Based on the conclusions drawn, the researchers recommend the following to promote innovative leadership and develop the sports and scouting sector in Iraq:

- Specialized and ongoing professional development programs should be implemented to qualify technical supervisors in the areas of innovative leadership, with a focus on refining creative thinking and problem-solving skills.
- Senior management should support a culture of innovation by providing a work environment that encourages the free exchange of ideas, stimulates experimentation, and rewards creative initiatives.
- Technical supervisors should be empowered to make independent decisions and implement new initiatives. This empowerment fosters their leadership and innovation and encourages them to be creative.
- It is recommended to hold periodic meetings and workshops to exchange successful experiences in the field of innovative leadership between the various departments of sports and scouting activity at the level of Iraq, to disseminate the benefits and best practices.
- Periodically assess the level of innovative leadership and encourage ongoing field research with the aim of updating and developing business processes based on realistic results and accurate performance indicators.

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Appendix 1. Final Innovative Leadership Reality Scale Questionnaire

Dear Professor,

Greetings,

The researchers turn to you, asking God for success, to conduct their research, tagged (the reality of innovative leadership among technical supervisors in the departments of sports and scouting activity in Iraq), as part of the requirements for publication in scientific journals.

Based on your valuable experience, we ask you to choose the answer that represents your opinion for each of the statements presented below. We assure you that all your answers will be treated confidentially and used for scientific research purposes only, so there is no need to write your name. We also kindly ask you not to leave any statement unanswered.

Thank you for your cooperation and for your precious time.

t	Phrases	All the time	Often	Sometimes	Rarely	At all
1	I accept the correct decisions from the Department of Sports and Scouting Activity and object to the incorrect ones out of concern for .the oath					
2	I have plans that are in line with the sports and scouting activity department and that maintain its cohesion and development in terms .of abilities and skills					
3	Repeated interventions by the sports and scouting department .negatively affect the plans I make					
4	The Department of Sports and Scouting Activity undermines my innovative training abilities because it selects the coaches of school .teams on unprofessional and scientific grounds					
5	.Feel happy by socializing with the student players and the department and mutual understanding prevails ,The spirit of cooperation, trust					
6	and student ,between the department, technical supervisors .athletes					
7	The department administration is keen to provide an atmosphere that helps to develop friendly relations between technical supervisors and .sports students					
8	Technical supervisors are involved in formulating a clear vision for .work in sports and scouting activity departments in Iraq					
9	Technical supervisors are involved in setting general and specific .goals and defining working methods for their departments					
10	Technical supervisors provide an organizational climate that helps .them innovate in their work					
11	Technical supervisors receive full support from their managers for the .purpose of successfully performing their tasks					
12	Technical supervisors have full administrative powers that qualify .them to innovate					
13	The department provides the provision of material needs for technical .supervisors					
14	The department has sufficient financial liquidity that enables technical .supervisors to innovate with the work assigned to them					

- 15 The department pays the fees and financial dues to the technical
.supervisors on time without delay
- 16 The department has modern technology that serves the technical
.supervisors in accomplishing their assigned duties
- 17 The department encourages technical supervisors by offering
.success incentives and gifts when they achieve
- 18 The department management intervenes in most of the decisions I
.make while carrying out the duties entrusted to me
- 19 I can object to some incorrect decisions taken by the department that
.concern my assigned work
- 20 feel satisfied with my job for assigning me tasks outside my do not I
.purview
- 21 The department administration does not appreciate the efforts of
.hardworking technical supervisors
- 22 The department does not give me sufficient powers to accomplish my
.work tasks
- 23 Technical supervisors provide suggestions, ideas, and new methods to
.help them perform the work in the best way
- 24 Technical supervisors have motivational ideas and methods in order
.to develop their brightness abilities properly
- 25 Technical supervisors contribute to providing help and advice to all
.employees to solve business problems
- Technical supervisors use effective communication in the
26 transmission of information, guidance, and notifications to be
.provided to them by departments
- 27 The department management accepts the new and constructive ideas
.of the technical supervisors
- 28 The department does not deal condescendingly with technical
.supervisors
- 29 The management of the department is keen to address disputes
.between the technical supervisors working in it
- 30 The department is keen to hold periodic meetings with the working
.technical supervisors
- 31 The department administration is concerned with the health and
.supervisors' work psychological aspects of the technical
- 32 The department administration is keen to organize activities and
events that contribute to supporting and consolidating social relations
.between technical supervisors
- 33 The department applies laws and deals with administrative regulations
.and instructions continuously