



**THE CONTRIBUTION OF ORGANIZATIONAL EXCELLENCE IN SUPPORTING THE LEADERSHIP VIGILANCE OF SPORTS ACTIVITIES SUPERVISORS IN THE GENERAL DIRECTORATES OF EDUCATION IN BAGHDAD GOVERNORATE**

**Saba Qays Ghadhban**

University of Baghdad, Iraq

[sabaa@uobaghdad.edu.iq](mailto:sabaa@uobaghdad.edu.iq)

**Abstract**

The research aimed to construct two scales of organizational proficiency and leadership vigilance for sports activities supervisors in the General Directorates of Education in Baghdad Governorate, to identify the level of organizational proficiency and leadership vigilance of sports activities supervisors in the General Directorates of Education in Baghdad Governorate, and to identify the contribution and impact of organizational proficiency on leadership vigilance among sports activities supervisors in the General Directorates of Education in Baghdad Governorate. The researcher hypothesized that the results of the organizational proficiency scale contribute, are linked, and influence the results of the leadership vigilance scale for the research sample. The descriptive approach was adopted using the correlation method. The boundaries of the target community for the measurement were represented by sports activities supervisors in the General Directorates of Education in Baghdad Governorate who continued to work without interruption for the academic year (2024/2025) in (6) general education directorates, with a total number of (138) supervisors. All of them were deliberately selected for the research sample using the comprehensive enumeration method at a rate of (100%) of the original community. They were treated as a single sample and then divided according to the research requirements into three samples (exploratory, constructive, And application), and two specialized scales were built with field procedures and different statistical treatments, and applied in the survey procedures for the application sample of (50) supervisors, as the total time period for the research procedures took for the period from (10/7/2024) until (12/5/2024), and then the scores were processed with the (SPSS) system to be the conclusions and applications that the scales of organizational proficiency and leadership alertness are suitable for what they were prepared for to measure the supervisors of sports activities in the General Directorates of Education of Baghdad Governorate and can be adopted to measure each of these two phenomena. There is an acceptable level for both organizational proficiency and leadership alertness for the supervisors of sports activities in the General Directorates of Education of Baghdad Governorate, and increasing the level of organizational proficiency contributes to increasing the level of leadership alertness for the supervisors of sports activities in the General Directorates of Education of Baghdad Governorate with a correlation relationship whose increase directly decreases in its positive effect. It is necessary to pay attention to the specialized measurement of the supervisors of sports activities in the General Directorates of Education of Baghdad Governorate because of its role In support of the management and development of sports activities, it is essential to focus on supporting sports activities supervisors' development courses to enhance their organizational prowess, as this plays an effective role in improving their leadership awareness, which is reflected in the development of their job duties.

**Keywords:** Organizational Prowess, Leadership Awareness, Sports Activities Supervisors

## **Introduction:**

Organizational ambidexterity is defined as "the dynamic capability that emphasizes management's role in adapting, integrating, and reshaping the skills and resources of the administrative structure to adapt to constantly changing environments." (Ubeda-Garcia & others, 2019, 364)

Ambition is also defined as "the ability of an administrative structure to allocate resources to achieve success in the activity of discovery and exploitation, and to discover new methods and approaches that give it an advantage over competitors." Therefore, the concept of ambidexterity has also emerged to mean the ability to exploit capabilities over time to achieve and maintain a competitive advantage. Thus, the administrative structure adopts gradual change. (Clauss & Other, 2021, 204)

"The idea of organizational ambidexterity is based on the fact that environmental demands may conflict, for example, with investing in current projects versus future projects, and with a strategy of differentiating business and achieving results at a low cost. Therefore, there are always trade-offs that must be made. Although these trade-offs cannot be completely resolved, the most successful management structures can reconcile them to a significant degree, thereby enhancing their long-term competitiveness." (Al-Muhammadi, 2022, 23)

"An ambidextrous management structure must be able to excel at both exploitation and exploration, and respond strategically to major changes. This management structure must also be concerned with implementing its activities in the most efficient manner." (Jacobs & Maritz, 2020, 3)

The researcher also believes that the organizational prowess of sports activity supervisors in the General Directorates of Education in Baghdad Governorate is a necessity, as it impacts the implementation of school sports tournaments. Its impact on the organizational structure of these tournaments contributes to the acquisition of experience for others and the emulation of those who excel in carrying out the tasks assigned to them, based on the nature of their administrative and organizational work in these various sports activities and tournaments.

"Organizational prowess is of paramount importance, and its direct and indirect impact on many organizational phenomena lies in its impact on the performance level of administrative formations and the performance level of their employees, through the prowess of exploration and exploitation." (Klinger, 2017, 22)

The topic of organizational dexterity has gained widespread importance in management research. Researchers and writers have identified a set of characteristics of organizational dexterity, including recognizing and seizing opportunities, mitigating external environmental threats, optimally utilizing available opportunities in the work environment, the ability to create new tasks, encouraging employees to be creative and self-innovating, which achieves the vision of the administrative formation, anticipating the future, managing current and future contradictions, and developing innovative activities that contribute to expanding the work of the administrative formation, achieving a competitive advantage, adapting to environmental changes, and sustaining the work of the administrative formation (Mahjoub and Al-Halbousi, 2021, 54).

There are also basic conditions for achieving organizational dexterity, which are as follows: (Preda, 2014, 69)

- 1- Senior management must be prepared to explain the importance of exploitation and exploration to employees.
- 2- Having work teams capable of carrying out exploitation and exploration activities.
- 3- Developing a shared vision and values between exploitation and exploration activities.

4- Creating alignment between the organizational structures. The organizational structure, exploitation activities, and exploration.

The researcher also believes that ingenuity is linked to the creativity possessed by supervisors, and that this creativity, when developed, transforms into a higher level of ingenuity. Furthermore, the nature of the changes occurring in the sports activities environment requires attention and a relentless pursuit of new developments in this changing environment of student activities. This requires ingenuity in organizing tournaments as a necessary condition for the continued progress of the tasks assigned to supervisors.

"Management must strive to move away from the traditional approach to management and think creatively and boldly, and utilize modern technology and innovations in business management. Focusing on quality must be a primary goal of the future perspective in management, through improving the quality of products and services and enhancing production and delivery processes. This can be achieved by adopting and effectively implementing global quality standards." (Gharib, 2019, 85)

Furthermore, "Initial plans and goals must be developed for a future that is aware of all the changes and transformations that may occur in the surrounding environment during the various stages of progress, and work must be done to identify central and subsidiary activities in order to achieve the desired results." The specified time period." (Agha, 2009, pp. 12-13). Because "Leaders must adopt a system of vigilance, which is one of the characteristics of a successful leader, to enhance the competitive advantage of the administrative formation." (Adeleke, 2013)

Moreover, "one of the administrative leaders' responsibilities is to create a positive social environment that fosters creativity and innovation within the administrative structure. A leader who makes subordinates feel important at work raises their morale and self-confidence, which motivates them to exert more effort and thought, and thus progress, creativity, and innovation." (Shadhan and Ali, 2021, p. 127)

Furthermore, "Institutions must maintain flexibility and adapt to the ongoing transformations and changes in the modern world." (Al-Abd al-Rahman, 2016, p. 209)

"Leadership in its various forms is a tool for change, development, and progress in all institutions and various administrative structures. It is a response to keeping pace with the many and rapid changes witnessed in the work environment in the last quarter of the twentieth century." (Abdul-Rasul and Azhar, 2009, p. 176)

Thus, the importance of addressing both organizational prowess and leadership vigilance in this research for sports activities supervisors in the General Directorates of Education in Baghdad Governorate lies in two aspects:

**Theoretical Importance:**

An attempt by the researcher To direct the attention of academic researchers in sports management to the importance of organizational agility and leadership awareness as two administrative phenomena that directly impact the work and reality of sports activity supervisors in the General Directorates of Education in Baghdad Governorate.

The researcher attempts to enrich academic studies in sports management with this type of research and to provide academic support to researchers on the importance of measuring the phenomena of organizational agility and leadership awareness among sports activity supervisors in the General Directorates of Education in Baghdad Governorate.

**Practical Importance:**

Providing two scales in sports management to directly measure both organizational agility and leadership awareness among sports activity supervisors in the General Directorates of Education in Baghdad Governorate.

Guiding stakeholders in the Iraqi Ministry of Education and enabling them to provide the requirements that support organizational agility and leadership awareness among sports activity supervisors in the General Directorates of Education in Baghdad Governorate.

Following this detailed digression on the importance of both organizational proficiency and leadership vigilance in sports management, the research problem lies in an attempt by the researcher to investigate the availability of the desired level of each in sports activities in the General Directorates of Education in Baghdad Governorate. This calls for constructing scales of the two phenomena and then finding the relationship between them as an attempt by the researcher to support scientific efforts aimed at developing the tasks or work of sports activity supervisors in the General Directorates of Education in Baghdad Governorate. The research problem thus lies in answering the following questions:

What is the level of organizational proficiency among sports activity supervisors in the General Directorates of Education in Baghdad Governorate?

What is the level of leadership vigilance among sports activity supervisors in the General Directorates of Education in Baghdad Governorate?

Does organizational proficiency play a positive role in supporting the leadership vigilance of sports activity supervisors in the General Directorates of Education in Baghdad Governorate?

The research aims to develop scales for organizational proficiency and leadership vigilance for sports activity supervisors in the General Directorates of Education in Baghdad Governorate. It also aims to identify the level of organizational proficiency and leadership vigilance among sports activity supervisors in the General Directorates of Education in Baghdad Governorate. It also aims to identify the contribution and impact of organizational proficiency on leadership vigilance among sports activity supervisors in the General Directorates of Education in Baghdad Governorate. The researcher hypothesizes that the results of the organizational proficiency scale contribute to, are linked to, and influence the results of the leadership vigilance scale for the research sample.

### **Method and Procedures:**

The nature of the problem under investigation necessitated the adoption of a descriptive research approach using the correlational approach, which is defined as "systematic procedures for measuring two or more variables and establishing the relationship between them. It relies on the status of the variables as they are, without the researcher interfering in the results of each measurement." (Al-Saleh, 2024, 199)

The boundaries of this target community for measurement, with the aim of addressing or finding solutions to the research problem, were represented by the supervisors of sports activities in the General Directorates of Education in Baghdad Governorate, who continued to work without interruption for the academic year (2024/2025) in (6) General Directorates of Education, with a total number of (138) supervisors. All of them were deliberately selected for the research sample using the comprehensive enumeration method, representing (100%) of the original community. They were treated as a single sample, and then divided according to the research requirements into three samples, as shown in the details of their description and percentages in Table (1):

Table (1) shows the description of the research community and its samples for sports activities supervisors.

Application Sample	Survey Sample	Construction Sample	Number of Supervisors	Baghdad General Directorate of Education
10	2	14	26	Karkh 1
10	1	12	23	Karkh 2
10	1	10	21	Karkh 3
10	2	13	25	Rusafa 1
10	1	10	21	Rusafa 2
10	1	11	22	Rusafa 3
60	8	70	138	Total
% 43.478	% 5.797	% 50.725	%100	Percentages

In order to provide two specialized measuring tools of the paper and pen type, each of which is specialized in measuring the specific phenomenon, the characteristics of the research community were analyzed for the purpose of knowing how to formulate the content of the paragraphs in a way that suits those characteristics. It was found that they were aged between (30-62) Gregorian years, with actual service ranging between (8-37) years. The reasons for constructing all of these two tools represented by the two research scales were determined by the lack of two scales for these two phenomena that are specific to the sample and nature of the current research. At the beginning of the construction process, the theoretical framework for each of the two phenomena under study was adopted to formulate the paragraph phrases to cover both concepts, while adhering to the conditions for formulating the paragraph phrases of the two scales and their specificity in sports management, taking into account the specificity of sports activities supervisors, to close each of them with three alternatives (always, sometimes, never), with a correction key for their weights respectively (3, 2, 1) by adopting the (Likert) method, to give the implication that the higher the supervisor's degree, the higher the level of the phenomenon under study, as shown in Tables (2) and (3):

Table (2) shows the structural details of the organizational prowess scale for sports activities supervisors.

Hypothetical mean	Total score limits	Score key	Alternative answers for paragraph phrases	Number of paragraphs	Scale Dimensions
16	8- 24	3 2 1	Always Sometimes Never	8	Exploitation
16	8- 24			8	Exploration
16	8- 24			8	Organizational Integration
48	24-72	3	3	24	Total

Table (3) shows the structural details of the leadership alertness scale for sports activities supervisors.

Hypothetical mean	Total score limits	Score key	Alternative answers for paragraph phrases	Number of paragraphs	Scale Dimensions
-------------------	--------------------	-----------	---	----------------------	------------------

16	8- 24	3 2 1	Always Sometimes Never	8	External Vigilance (external environmental factors)
16	8- 24			8	Internal Vigilance (internal environmental factors)
16	8- 24			8	Strategic Foresight (forecasting)
48	24-72	3	3	24	Total

After that, the apparent and logical validity of the paragraphs, instructions, and everything contained in the two scales will be verified by preparing a paper opinion poll questionnaire and attaching two copies of the two scales with them to be presented to (23) experts in sports management, testing, and measurement in sports sciences, for the period extending from Monday corresponding to the date (10/7/2024) until Thursday corresponding to the date (10/17/2024), and they all agreed (100%) to keep the paragraphs as they are without any deletion, merging, modification, or addition, thus completing the verification of the apparent and logical validity of each of the two scales. In order to ensure the clarity of the paragraph phrases, their alternatives, and the instructions of the two scales for the target sample for measurement, and to calculate the average response time for each of them, they were tested in a pilot study on the supervisors of the pilot sample, numbering (8) supervisors, for the period of time extending from Sunday corresponding to the date (10/20/2024) until Wednesday corresponding to the date (10/23/2024), as this time amounted to (7) minutes for each scale. The two scales were also applied to the construction sample of (70) supervisors for the period extending from Thursday, corresponding to the date (10/24/2024) until Wednesday, corresponding to the date (11/12/2024), to complete the verification of the scientific foundations and coefficients of construct validity for analyzing the paragraphs of each scale, by finding both discriminant validity and internal consistency for each scale completely separate from the other. In the discriminant ability, the scores of each of the paragraphs were arranged in descending order and adopting the method of the two symmetrical extreme groups by setting a percentage of (27%) to reach (18.9) in each group, which was approximated to (19) to be the number in each of the upper and lower groups, and finding the statistical differences between them using the (t) law for unrelated samples for each paragraph of the two scales, as shown in the results of the following tables (4) and (5):

Table (4) shows the results of the discriminant ability for the paragraphs of the organizational excellence scale

Paragraph highlighting	Statistical comparison between the scores of the two extreme groups						The poor are the two extreme groups.	
	difference	(Sig)	(t)	$\pm A$	S	No.		
Distinctive	functional	0.000	7.359	0.419	2.21	19	Upper	1

				0.419	1.21	19	Lower	
Distinctive	functional	0.000	9.37	0.375	2.16	19	Upper	2
				0.315	1.11	19	Lower	
Distinctive	functional	0.000	4.945	0.229	2.05	19	Upper	3
				0.507	1.42	19	Lower	
Distinctive	functional	0.000	6.013	0.315	2.11	19	Upper	4
				0.478	1.32	19	Lower	
Distinctive	functional	0.000	6.64	0.375	2.16	19	Upper	5
				0.452	1.26	19	Lower	
Distinctive	functional	0.000	5.692	0.513	2.47	19	Upper	6
				0.513	1.53	19	Lower	
Distinctive	functional	0.000	7.44	0.496	2.63	19	Upper	7
				0.507	1.42	19	Lower	
Distinctive	functional	0.000	5.237	0.478	2.32	19	Upper	8
				0.513	1.47	19	Lower	
Distinctive	functional	0.000	5.031	0.513	2.53	19	Upper	9
				0.452	1.74	19	Lower	
Distinctive	functional	0.000	8.165	0.375	2.84	19	Upper	10
				0.419	1.79	19	Lower	
Distinctive	functional	0.000	9.029	0.513	2.47	19	Upper	11
				0.375	1.16	19	Lower	
Distinctive	functional	0.000	10.961	0.478	2.68	19	Upper	12
				0.375	1.16	19	Lower	
Distinctive	functional	0.000	7.359	0.419	2.21	19	Upper	13
				0.419	1.21	19	Lower	
Distinctive	functional	0.000	7.426	0.507	2.42	19	Upper	14
				0.452	1.26	19	Lower	
Distinctive	functional	0.000	7.076	0.513	2.53	19	Upper	15
				0.496	1.37	19	Lower	
Distinctive	functional	0.000	7.903	0.507	2.58	19	Upper	16
				0.478	1.32	19	Lower	
Distinctive	functional	0.000	7.44	0.496	2.63	19	Upper	17
				0.507	1.42	19	Lower	
Distinctive	functional	0.000	3.836	0.452	2.26	19	Upper	18
				0.478	1.68	19	Lower	
Distinctive	functional	0.000	4.333	0.478	2.32	19	Upper	19
				0.496	1.63	19	Lower	
Distinctive	functional	0.000	10.714	0.229	2.95	19	Upper	20
				0.507	1.58	19	Lower	
Distinctive	functional	0.000	7.201	0.478	2.68	19	Upper	20
				0.513	1.53	19	Lower	
Distinctive	functional	0.000	5.812	0.496	2.63	19	Upper	22

				0.452	1.74	19	Lower	
Distinctive	functional	0.000	8.227	0.375	2.84	19	Upper	23
				0.375	1.84	19	Lower	
Distinctive	functional	0.000	9.775	0.315	2.89	19	Upper	24
				0.315	1.89	19	Lower	

The paragraph is distinguished by a score (Sig) > (0.05) at the significance level (0.05) and degrees of freedom (36).

Table (5) shows the results of the discriminatory ability of the Leadership Vigilance Scale items.

Paragraph highlighting	Statistical comparison between the scores of the two extreme groups						The poor are the two extreme groups.	
	difference	(Sig)	(t)	±A	S	No.		
Distinctive	functional	0.000	6.813	0.452	2.26	19	Upper	1
				0.452	1.26	19	Lower	
Distinctive	functional	0.000	8.165	0.419	2.21	19	Upper	2
				0.375	1.16	19	Lower	
Distinctive	functional	0.000	4.572	0.315	2.11	19	Upper	3
				0.513	1.47	19	Lower	
Distinctive	functional	0.000	5.539	0.375	2.16	19	Upper	4
				0.496	1.37	19	Lower	
Distinctive	functional	0.000	6.454	0.478	2.32	19	Upper	5
				0.478	1.32	19	Lower	
Distinctive	functional	0.000	5.724	0.513	2.53	19	Upper	6
				0.507	1.58	19	Lower	
Distinctive	functional	0.000	7.529	0.478	2.68	19	Upper	7
				0.513	1.47	19	Lower	
Distinctive	functional	0.000	5.146	0.496	2.37	19	Upper	8
				0.513	1.53	19	Lower	
Distinctive	functional	0.000	5.231	0.507	2.58	19	Upper	9
				0.419	1.79	19	Lower	
Distinctive	functional	0.000	9.37	0.315	2.89	19	Upper	10
				0.375	1.84	19	Lower	
Distinctive	functional	0.000	9.546	0.496	2.63	19	Upper	11
				0.419	1.21	19	Lower	
Distinctive	functional	0.000	9.416	0.452	2.74	19	Upper	12
				0.478	1.32	19	Lower	
Distinctive	functional	0.000	6.813	0.452	2.26	19	Upper	13
				0.452	1.26	19	Lower	
Distinctive	functional	0.000	6.36	0.513	2.47	19	Upper	14
				0.507	1.42	19	Lower	
Distinctive	functional	0.000	6.678	0.507	2.58	19	Upper	15
				0.513	1.47	19	Lower	

Distinctive	functional	0.000	7.856	0.496	2.63	19	Upper	16
				0.496	1.37	19	Lower	
Distinctive	functional	0.000	6.915	0.478	2.68	19	Upper	17
				0.507	1.58	19	Lower	
Distinctive	functional	0.001	3.612	0.478	2.32	19	Upper	18
				0.419	1.79	19	Lower	
Distinctive	functional	0.000	4.333	0.496	2.37	19	Upper	19
				0.478	1.68	19	Lower	
Distinctive	functional	0.000	12.036	0.000	3	19	Upper	20
				0.496	1.63	19	Lower	
Distinctive	functional	0.000	8.05	0.452	2.74	19	Upper	20
				0.513	1.47	19	Lower	
Distinctive	functional	0.000	6.14	0.478	2.68	19	Upper	22
				0.419	1.79	19	Lower	
Distinctive	functional	0.000	9.775	0.315	2.89	19	Upper	23
				0.315	1.89	19	Lower	
Distinctive	functional	0.000	10.967	0.229	2.95	19	Upper	24
				0.375	1.84	19	Lower	

The paragraph is distinguished by a score (Sig) > (0.05) at the significance level (0.05) and a degree of freedom (36).

To complete the procedures and treatments for construct validity, the application scores on the construct sample were statistically processed using a simple Pearson correlation coefficient between the weight score of each paragraph and the total score of the scale containing it, as shown in the results of Tables (6) and (7) below:

Table (6) shows the internal consistency of the correlation of the score of each paragraph with the total score of the organizational dexterity scale.

(Sig)	Correlation between the paragraph and the total score of the scale	No	(Sig)	Correlation between the paragraph and the total score of the scale	No
0.000	0.685*	13	0.000	0.853*	1
0.000	0.826*	14	0.000	0.787*	2
0.000	0.885*	15	0.000	0.872*	3
0.000	0.598*	16	0.000	0.785*	4
0.000	0.721*	17	0.000	0.763*	5
0.000	0.813*	18	0.000	0.812*	6
0.000	0.687*	19	0.000	0.736*	7
0.000	0.668*	20	0.000	0.842*	8
0.000	0.581*	21	0.000	0.582*	9
0.000	0.842*	22	0.000	0.883*	10

0.000	0.688*	23	0.000	0.681*	11
0.000	0.784*	24	0.000	0.679*	12

The paragraph is consistent with a degree (Sig) > (0.05) at a degree of freedom (68) and a significance level of (0.05).

Table (7) shows the internal consistency of the paragraphs' correlation with the total score of the leadership alertness scale.

(Sig)	Correlation between the paragraph and the total score of the scale	No	(Sig)	Correlation between the paragraph and the total score of the scale	No
0.000	0.685*	13	0.000	0.677*	1
0.000	0.516*	14	0.000	0.557*	2
0.000	0.635*	15	0.000	0.672*	3
0.000	0.509*	16	0.000	0.763*	4
0.000	0.531*	17	0.000	0.763*	5
0.000	0.643*	18	0.000	0.662*	6
0.000	0.607*	19	0.000	0.686*	7
0.000	0.622*	20	0.000	0.672*	8
0.000	0.691*	21	0.000	0.652*	9
0.000	0.762*	22	0.000	0.753*	10
0.000	0.584*	23	0.000	0.521*	11
0.000	0.709*	24	0.000	0.655*	12

The normal distribution is moderate if the skewness value is defined as between (1 +)

With the completion of the construction procedures and their statistical processing on the construction sample, each scale has reached its final form (Appendix 1 and 2), with a total score for each scale ranging between (24-72) and a hypothetical mean of (48).

Survey procedures also began on the main application sample, defined as (60) supervisors, with direct measurement of each of the two phenomena under study, using a collective and individual method for the supervisors, utilizing their presence during their official working hours. This survey extended from Sunday, November 17, 2024, to Thursday, December 5, 2024. Once each respondent completed their answers, the paper forms for the two scales were withdrawn from them, and the data for each was transcribed separately. The data were processed automatically using the SPSS system, to extract the percentage values, arithmetic mean, standard deviation, t-test for unrelated samples, simple Pearson correlation coefficient, Cronbach equation, Pearson skewness coefficient, t-test for one sample, and simple linear regression coefficient.

**Results:**

Table (7) shows the results of comparing the arithmetic mean with the hypothetical mean for each scale.

Function	(Sig)	(t)	The Standard Arithme Hypoth	Total Number	Scale
			mean deviation tic etical	score of	
			of the mean mean		

			differen ce betwee n the two means						paragrap h s	
Function al	0.000	12.121	4.167	2.663	52.17	48	72	24		Organizat ional Acuity Leadershi p Vigilance
Function al	0.000	18.863	6.7	2.751	54.7	48	72	24		

Unit of measurement (score), significant difference if (Sig) > (0.05) at degree of freedom (n-1) = (59) and significance level (0.05).

Table (8) shows the results of the correlation between the scores of the two scales, simple linear regression, contribution ratio, and standard error.

Standard error of estimate	Contrib ution rate	Linear regression coefficient (R) (coefficient of determination)	Simple correlation coefficient R	Affected	Influential
1.357	0.757	0.761	0.872	Leadersh ip Vigilanc e	Organizati onal Acumen

N=60

Table (9) shows the results of the (F) test to examine the quality of the linear regression model's fit to the scores of the two scales.

Function	(Sig)	(F)	Mean squares	Degree s of freedo m	Sum of squares	Varianc e	Affecte d	Influent ial
Function al	0.000	184.423	339.751	1	339.751	Regression	Leaders hip Vigilan ce	Organiz ational Acume n
			1.842	58	106.849	Errors		

(F) is a function if the value of (Sig) > (0.05) at the significance level (0.05)

Table (10) shows the results of the values of the fixed limit estimates and the slope (effect) of the scores of the two scales.

Moral	(Sig)	(t)	standard error	$\beta$	Variables	Affected
Moral	0.030	2.218	3.466	7.688	Fixed Limit	Leadership Vigilance
Moral	0.000	13.58	0.066	0.901	Organizational Acuity	

(t) Significant if the (Sig) score is  $> (0.05)$  at the significance level of  $(0.05)$ .

#### Discussion:

The results in Table (7) show that the arithmetic mean of organizational dexterity exceeded the hypothetical mean of its scale, and that the statistical significance of the difference was in favor of the arithmetic mean of the application sample, which means that the phenomenon is present among sports activity supervisors. The arithmetic mean of their leadership alertness exceeded the hypothetical mean of its scale, and that the statistical significance of the difference was in favor of the arithmetic mean of the application sample, which means that it is desired among activity supervisors. The results of the regression model in Table (8) also show that organizational dexterity is related to and contributes to leadership alertness among the application sample. This is confirmed by the results of Table (9) due to the good fit of the linear regression model to the relationship between the two phenomena. The researcher attributes the remaining percentage of contribution to other random factors that were not investigated. The results of Table (10) also show that increasing the level of organizational dexterity among the application sample affects increasing their leadership alertness. The researcher attributes the emergence of these results to The phenomenon of organizational prowess leads to the attraction of sports activities supervisors to always accurately define their daily tasks to monitor the implementation of the annual plan for sports activities, and to reconcile different opinions when making decisions in school tournaments, by avoiding speculation about the responses of those in charge of school tournaments when dealing with the tasks assigned to each of them, and exploiting appropriate opportunities to support the application of the annual curriculum to implement school tournament programs and relying on a database when setting annual planning goals for the school tournament curriculum, and matching the results of supervising the implementation of the annual plan activities with achieving the set goals for distinguished achievement, and adopting objective and modern evaluation methods when supervising the implementation of the annual planning for the school tournament curriculum, and sometimes clarifying the details of planning the estimated budget for the cost of tournaments to those in charge of managing school tournaments, taking into account the capabilities of those in charge of school tournaments in their implementation of the annual plan for the school tournament curriculum, which was positively reflected in the phenomenon of leadership vigilance of supervisors, as they tend to always be able to control the failures of supervision in implementing the annual planning for the school tournament curriculum. By adopting scientific mechanisms and tests to analyze the performance of those responsible for managing school tournaments, to find solutions to the emerging variables in implementing supervision over the annual planning of the school tournament curriculum, and encouraging them to adopt innovative competitive ideas to solve potential problems encountered when implementing supervision, and defining the specialized duties of each of those responsible for managing school tournaments, and holding periodic

meetings with them, in addition to avoiding intuition and relying on vigilance and digital data when supervising the progress of school tournaments, and evaluating each stage of their supervision of the progress of school tournaments. For sports institutions or administrative bodies to achieve their goals, "competent individuals with high academic, leadership, and administrative standing are required. Without them, administrative work cannot succeed, as these individuals represent the driving force or the governing mind of that body." (Nouri, 2017, p. 20)

Furthermore, "the person in charge or the individual possessing the qualifications and personal traits helps them motivate others to interact positively with them." (Robbins & Others, 2013, p. 27)

"The vigilant person is satisfied with a small amount of information when undertaking any new task, as they possess the ability to simplify and organize their thoughts and work according to well-thought-out principles." (Al-Arifi, 2006, p. 118)

Considering that "it is not possible to fully control the prediction of future events, administrative leaders face another task that parallels their planning for managing their administrative institutions: alternative or emergency plans. These rely on the vision and prediction of events on the one hand, and crisis data on the other." (Fandi, 2013, p. 89)

Many studies and research have confirmed that "the long-term success of administrative formations requires them to possess intelligent characteristics that give them leadership and a head start over others." (Siriwardanagea & Oduor, 2010)

The organization must be committed to a culture of continuous improvement. It must encourage the introduction of new ideas and initiatives and the implementation of continuous improvements in the performance of administrative processes, which enhances teamwork and cooperation between management and beneficiaries, benefiting from the exchange of knowledge and experience. Continuous communication and cooperation must also be encouraged to achieve the best results in improving administrative performance. (Linda, 2016, p. 199)

"Organizational ambidexterity gained its importance through the organizational balance between exploration and exploitation activities. There has been significant interest recently, on a global scale, from researchers and writers in the concept of organizational ambidexterity, as it is applicable in many fields. In fact, administrative formations use ambidexterity to meet performance requirements in dynamic and uncertain environments. The imbalance between exploitation and exploration activities reduces the potential for organizational performance. Therefore, organizational ambidexterity is crucial for providing administrative formations with a competitive advantage. On the other hand, the coexistence of conflicting behaviors motivates administrative formations to strive for excellence. Organizational ambidexterity also plays a significant role in innovative or creative performance." (Saleh and Suleiman, 2020) 125)

"Creativity is also considered one of the basic functions that management must address. Management must set short- and long-term goals for it, assume responsibility for providing opportunities, creating an appropriate environment, and providing incentives and appreciation for its successful employees. Management must also learn how to integrate creative talent into the organization and direct it in a specific direction." (Al-Awad, 2015, p. 11)

### **Conclusions:**

1. The organizational dexterity scale is suitable for the purpose for which it was designed to measure sports activities supervisors in the General Directorates of Education in Baghdad Governorate and can be adopted to measure this phenomenon.

2. The leadership vigilance scale is suitable for the purpose for which it was designed to measure sports activities supervisors in the General Directorates of Education in Baghdad Governorate and can be adopted to measure this phenomenon.
3. There is an acceptable level of organizational dexterity among sports activities supervisors in the General Directorates of Education in Baghdad Governorate.
4. There is an acceptable level of leadership vigilance among sports activities supervisors in the General Directorates of Education in Baghdad Governorate.
5. Increasing the level of dexterity contributes to... Organizational effectiveness in increasing the level of leadership vigilance of sports activities supervisors in the General Directorates of Education in Baghdad Governorate is directly correlated with its positive impact.

#### **Recommendations:**

1. It is necessary to focus on specialized assessment of sports activities supervisors in the General Directorates of Education in Baghdad Governorate, given its role in supporting the management and development of sports activities.
2. It is necessary to focus on supporting development courses for sports activities supervisors to enhance their organizational proficiency, given its effective role in improving their level of leadership vigilance, which is reflected in the development of their job duties.

#### **References**

1. Al-Agha, Wafiq Hilmi (2009). Corporate Leadership from a Strategic Perspective. Al-Azhar University. Journal of Humanities. Volume 11, Issue 1-A.
2. Saleh, Iman Ahmed and Suleiman, Nidal Ali (2020). The Role of Strategic Intelligence Dimensions in Achieving Organizational Excellence in the General Company for the Manufacture of Tissues - Nineveh / A Survey Study of a Sample of Company Employees. Tikrit Journal of Administrative and Economic Sciences. Volume 16, Issue 49.
3. Al-Saleh, Musleh Ahmed (2024). Encyclopedia of Scientific Research. Amman. Ghaidaa Publishing and Distribution House.
4. Shadhan, Falah Hassan and Ali, Abdul Latif Ali (2021). Administrative Creativity and Its Relationship to Transformational Leadership in the Directorates of Sports and School Activities in Baghdad Governorate from the Perspective of Teachers: Journal of the College of Physical Education. University of Baghdad. Volume (33), Issue (4).
5. <https://jcope.uobaghdad.edu.iq/index.php/jcope/article/view/1219/1051>
6. Al-Abd al-Rahman, Muhammad Abdullah. (2016). Human Resource Management Challenges in Arab Organizations: A Future Perspective. Journal of Human Resource Management. Volume (6), Issue (1).
7. Abdul Rasool, Hussein Ali, and Al-Obaidi, Azhar Aziz. (2009). Leadership Style, Conflict, and Their Impact on Team Effectiveness - An Analytical Study of a Number of Branches of Rafidain and Rashid Banks. Journal of Management and Economics. Department of Business Administration, Al-Qadisiyah University.
8. Al-Arifi, Saud bin Mohammed. (2006). Organizational Obstacles to Employee Creativity - A Field Study of the Administrative Development Unit of the Public Security Services in Riyadh: Master's Thesis. King Abdulaziz University, College of Management and Economics.

9. Al-Awad, Abdullah bin Mohammed. (2015). The Reality of Administrative Creativity and Methods of Developing It in the Special Security Forces from the Perspective of Special Security Forces Officers in the Kingdom of Saudi Arabia. Master's Thesis. Naif Arab University for Security Sciences, College of Graduate Studies, Department of Administrative Sciences.
10. Gharib, Mohammed Abdul Hakim. (2019). Sustainable Management and Sustainable Development Goals. A Field Study in the United Arab Emirates. Jordan. Dar Al-Fikr Arabic.
11. Fandy, Ali Hassoun. (2013). The Impact of Applying Impression Management on the Roles of Visionary Leadership. Journal of the Baghdad College of Economic Sciences, University of Baghdad. Issue (34).
12. Mahjoub Ahmed, Wahid Mohammed, and Al-Halbousi, Omar. (2021). The Relationship of Organizational Acumen to Attracting Insurance Company Customers: A Survey Study at the National Insurance Company - Anbar Branch. Journal of Financial and Accounting Sciences. Volume (3), Issue (5), 51-69.
13. Al-Muhammadi, Amjad (2022). The Role of Knowledge Management in Achieving Organizational Acumen. A Field Study on the General Administration of Education in Jeddah Governorate. Journal of Economic, Administrative, and Legal Sciences. Volume (6), Issue (14), 1-21.
14. Nouri, Hanan Nazim Mohammed. (2017). The Role of Administrative Leaders in Managing the Displaced Student Crisis and Its Relationship to the Administrative Performance of the Faculties of Physical Education and Sports Sciences in Some Iraqi Universities. Master's Thesis. Al-Mustansiriya University. College Physical Education and Sports Science.
15. Adeleke Akinniyi A. (2013), Knowledge Management Practices And Organizational Performance of Manufacturing Industry In NIGERIA, Archival & Information Studies, faculty of education, university of Ibadan, NIGERIA.
16. Clauss, T., etal. (2021). Organizational ambidexterity and competitive advantage: The role of strategic agility in the exploration paradox. Journal of Innovation & Knowledge, 6(4), 203-213.
17. Jacobs, Madeleine & Maritz, Rachel. (2020). Dynamic strategy: Investigating the ambidexterity–performance relationship. South African Journal of Business Management, 51.1, 1- 14.
18. Klinger, N. (2017). Organizational ambidexterity and absorptive capacity. Otago Management Graduate Review, (14), 21-30.
19. Linda K. Treviño and Katherine A. Nelson. (2021). Managing Business Ethics: Straight Talk about How to Do It Right, 8<sup>th</sup> edition. Published by Wiley.
20. Preda, G. (2014). Organizational ambidexterity and competitive advantage: Toward a research model. Management and Marketing Journal, 4, 67-74.
21. Robbins, Stephen P. and Judge, Timothy A. (2013). Organizational Behavior: 15<sup>th</sup> Ed., Pearson Education, USA.
22. Siriwardanagea. N & Oduor. E. (2010), Intelligent Interface for Crisis management. Master Thesis, Chalmers University of Technology, Sweden.

23. Ubeda-Garcia, Mercedes & Enrique, Claver -Cortés & Bartolomé, Marco-Lajara & Patrocinio, Zaragoza-Sáez. (2019), "Toward a dynamic construction of organizational ambidexterity: Exploring the synergies between structural differentiation, organizational context, and interorganizational relations." *Journal of Business Research*, 112, pp. 363-372.