



**DIALOGUE LEADERSHIP AND ITS CONTRIBUTION TO STRENGTHENING
COALITIONS OF THOSE RESPONSIBLE FOR MANAGING LOCAL
CHAMPIONSHIPS IN THE CENTRAL HANDBALL FEDERATION**

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Abstract

The research aimed to develop two scales of dialogic leadership in the Iraqi Central Handball Federation and the coalition of those in charge of managing local championships. It also aimed to identify the level of dialogic leadership and the coalition from the perspective of those in charge of managing local handball championships. It also aimed to identify the contribution and impact of dialogic leadership in the coalition from the perspective of those in charge of managing local handball championships. The descriptive research approach was adopted using the correlation method. The research community included those in charge of managing local handball championships for the sports season (2024/2025), totaling (141) individuals. All of them were deliberately selected for the total research sample using the comprehensive enumeration method at a rate of (100%) of this community. They were divided, according to the research requirements, into three samples (exploratory, constructive, and applied). The two scales were constructed and applied according to field procedures and statistical treatments, according to each of these samples. After completing the survey on the application sample, the scores were statistically processed using the (SPSS) system, so that the conclusions and applications would be that the dialogic leadership scale in the Iraqi Central Handball Federation is suitable for what it was designed for. To measure the perspective of those in charge of managing local tournaments, and to have the scientific foundations and procedures for measuring this phenomenon in sports management, the scale of coalitions of those in charge of managing local tournaments in the Iraqi Central Handball Federation is suitable for its purpose and has the scientific foundations and procedures for measuring this phenomenon in sports management. An acceptable level of dialogue is available in the Iraqi Central Handball Federation from the perspective of those in charge of managing local tournaments. An acceptable level of coalitions of those in charge of managing local tournaments is available in the Iraqi Central Handball Federation. Increasing the level of dialogue leadership in the Central Handball Federation contributes to increasing the level of coalitions of those in charge of managing local tournaments, with a correlation whose increase directly increases its positive impact. Increased attention must be given to supporting the spirit of dialogue and increasing the coalition of those in charge of managing local handball tournaments when organizing local tournaments, given their effective and important role in this organization. Those in charge of managing local handball tournaments must be involved in administrative development courses before being assigned their duties in these tournaments.

Keywords: Dialogue leadership, coalitions of local tournament managers, Central Handball Federation.

Introduction

Organizing local handball tournaments requires clear dialogue between those responsible for managing them and fostering harmony among them. Familiarity leads to greater understanding between individuals and their leaders. Thus, harmony is a spiritual and societal requirement for managing dialogue and opinions among individuals, with the aim of advancing sports administrative work and organizing it in a manner that achieves enhanced levels. Thus, coalitions between employees to manage a specific task are a dual task, particularly if supported by dialogue, which reduces the likelihood of conflicts or misunderstandings in determining responsibilities between employees, both within their various responsibilities and with their leaders in this sports administrative work. Leadership is generally defined as “the social roles or functions that an individual (the leader) undertakes through his interaction with other members of the group. The leader is known for his strength and ability to influence others and direct their behavior to achieve the group’s goal, by means of improving social interaction between members, maintaining the group’s cohesion and facilitating resources for it, or exercising influence by one member of a group or group over other members to help a group or institution achieve its goals.” (Mardad, 2018, p. 22).

Dialogic leadership is defined as "a leadership style that emphasizes the characteristics of honest and open dialogue and describes leaders as individuals who possess the capabilities of self-awareness, transparency, ethics, balanced processing, rationality, and self-regulation. Ethics are the fundamental foundation of dialogical leadership, given the nature of the influence process and its need to engage employees to achieve common goals." (Van & Dijk, 2015, p. 64)

Dialogic leadership is also defined as "a leadership style rooted in psychology, based primarily on the Dialogic Self Theory, developed by Dutch psychologists Hubert Hermantz and Harry Kempen in the 1990s. The primary contribution of Dialogic Self Theory is that it combines the concepts of self and society, providing a more social explanation for the largely psychologically oriented internal perception. According to this theory, people assume different roles in their minds." (Curcuruto & Other, 2019, p: 439-440)

"Dialectical leadership promotes understanding, listening, and mutual respect among individuals to reduce conflict, appreciate and make genuine efforts to understand others, and work collaboratively to contribute to achieving the shared goals of the administrative structure." (Soni & Shukla, 2019, p: 872)

"Management must communicate effectively with employees within the organization, providing transparent and honest information about work, results, and developments." (Fathi, 2019, p. 11)

"Empowering others to do what is necessary in the right way at the right time is a cultural and cognitive capability that a leader must possess, including knowledge, science, behavioral and social skills, and experience in positive communication and interaction with those around them. Big dreams cannot be transformed into a wonderful reality by one person. Leadership is a collective effort, and exemplary leaders empower others to act. They foster cooperation, build trust, and enable others to deliver good work." (Al-Ansari, 2019, p. 11)

"There is no doubt that successful leadership is a process of influence by one individual on a group of individuals with the goal of achieving a specific goal. It must be done in a polite and persuasive manner in order to gain respect, appreciation, and practicality." (Abdul Rahman, 2021, p. 26)

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

"A successful administrator must develop their capabilities to contribute to problem-solving." (Rajah and Ibrahim, 2019, p. 122)

The researcher thus believes that dialogue and openness between the leadership of the Handball Federation and those responsible for tournament management are essential, as they provide a space of clarity through which they can learn about what is available to ensure the success of the administrative organization, as well as the expected failures that may face them. Thus, dialogue in itself is a means of overcoming administrative difficulties when minds come together to resolve problems that may hinder the organization of local handball tournaments, in addition to the convergence or support it provides for different viewpoints.

He defines coalitions as "a particularly complex organizational phenomenon that can encompass coalitions used in a wide variety of contexts and with a wide variety of configurations of partner individuals to pursue multiple specific goals." (Franz, 2013, p. 7)

He also defines internal coalitions as "a similar cooperative agreement between individuals based on a formal or informal contract aimed at achieving a common project or establishing sustainable cooperation." (Annabelle & Katherine, 2009, p. 149)

He notes that "the performance of organizations through coalitions has emerged as having an effective impact on improving performance and job satisfaction, and their primary focus is on establishing and nurturing trust between management and employees, motivating them, involving them in decision-making, and breaking down internal barriers between management and employees." (Al-Otaibi, 2005, p. 212)

Likewise, a coalition, as a cooperative, harmonious agreement, is based on the exchange and sharing of power or competence. A coalition represents a structure that encourages cooperation between individuals working within institutions and can take many forms, from simple rapprochement to complex, permanent agreements. (Jad & Al-Sharafat, 2019, p. 17)

Furthermore, "forming internal coalitions helps improve the institution's image by stripping it of administrative bureaucracy. The powers granted to individuals are in themselves a test of their responsibility for accomplishing tasks. Each coalition operates as a closed system, utilizing the capabilities and skills of individuals and providing them with the opportunity to exploit opportunities to serve the institution's work without referring to the manager, except in the case of a need for delegation." (Enyinnah & Other, 2020, p. 52)

After presenting these approaches, it is important to address both dialogical leadership and coalitions in this research for those responsible for managing local tournaments. The hand reel can be summarized in two main directions:

Theoretical Importance:

The researcher attempts to direct the attention of stakeholders in the development of sports management to the importance of dialogical leadership and coalition support as two administrative phenomena directly related to the work of those responsible for managing local handball tournaments.

The researcher attempts to contribute to academic studies in sports management with this type of research, strengthening the coalitions of those responsible for managing local handball tournaments by clarifying the role of dialogical leadership in a numerical language based on scientific research.

Practical Importance:

Providing two measures in sports management to directly measure both dialogical leadership in the Central Handball Federation and the coalitions of those responsible for managing local tournaments.

Guiding stakeholders in the Central Handball Federation and enabling them to provide the requirements that support dialogical leadership and coalitions among those responsible for managing local tournaments.

The current research problem focuses on the researcher's attempt to investigate the availability of the desired level of both dialogical leadership and coalition management in local tournament management. This calls for constructing two measures for these two phenomena and then determining the relationship between them. The research problem thus lies in answering the following questions:

What is the level of dialogical leadership in the Central Handball Federation?

What is the level of coalitions of those responsible for managing local handball tournaments?

Does dialogical leadership in the Central Handball Federation play a positive reinforcing role in strengthening coalitions of those responsible for managing local tournaments?

The research aims to build two measures of dialogic leadership in the Iraqi Central Handball Federation and the coalition of those in charge of managing local championships, and to identify the level of dialogic leadership and the coalition from the point of view of those in charge of managing local handball championships, and to identify the contribution and impact of dialogic leadership in strengthening coalitions from the point of view of those in charge of managing local handball championships, so that the researcher assumes that the results of the dialogic leadership measure contribute to, are linked to, and influence the results of the coalition's measure of those in charge of managing local handball championships in the research sample. **Methods and Procedures:** According to the specifics of the research problem, the researcher adopted the descriptive research approach using the correlational method. The research community also included those responsible for managing local handball tournaments for the sports season (2024/2025), with total number of (141) individuals. All of them were deliberately selected for the total research sample using the comprehensive enumeration method, representing (100%) of this community. They were divided according to the research requirements into three samples, as shown in their details in Table (1):

Table (1) shows the description of the research community and its samples.

Application sample	Construction sample	Survey sample	Number	Community Description
4	4	0	8	Chairman and Members of the Central Federation
26	26	2	54	Chairman and Members of the Sub-Federations
2	3	0	5	Central Referees Committee
3	2	0	5	Central Competitions Committee
2	2	0	4	Central Media Committee
11	12	2	25	Local Referees

19	19	2	40	Club Coaches, Assistants, and Administrators
67	68	6	141	Total
47.518 %	48.227 %	4.255 %	100%	Percentage

Some fractions of percentage values are rounded.

The current research, its specificity, and the specificity of the sample targeted for measurement required the construction of two scales for each of the two phenomena under study. Therefore, the researcher followed scientific principles and conditions for this construction, starting with defining the name and purpose of each scale, adhering to the conditions for formulating the content of paragraph phrases and their alternatives, applying the procedures for the sample to the construction, and the statistical treatments necessary for their acceptance in physical education sciences. The reasons for this construction, as indicated, were related to the aforementioned specificity.

The common characteristics of the research sample were analyzed according to the research direction of managing local handball tournaments. Based on the concepts contained in the frame of reference for the two phenomena under study, (20) paragraph phrases were developed for each scale, which were closed with three-point alternatives (always, sometimes, never), with a correction key (3, 2, 1) for their weights, respectively, using the Likert method. This indicates that the higher an individual's score on each of these items, the higher the total score for the scale.

The researcher also verified the apparent and logical validity of everything contained in the two paper and pen scales by preparing an opinion poll questionnaire and including two pictures of the two scales with them to present them to (19) experts in sports management, testing and measurement in sports sciences, for the period extending from Sunday corresponding to the date (7/8/2024) until Thursday corresponding to the date (7/12/2024), and they all agreed (100%) to keep them all as they are with the instructions for each scale. These two scales were also tested in a pilot study on the survey sample, numbering (6) individuals, for the period of time extending from Sunday, corresponding to the date (10/20/2024) until Wednesday, corresponding to the date (10/23/2024), to fulfill what is required to ensure the clarity of the phrases of the scales' paragraphs, their alternatives, and their instructions for the research community, in addition to calculating the average response time for organizational purposes, as this time amounted to (8) minutes for each of the scales. The two scales were also applied to a construction sample of (68) individuals to conduct paragraph analysis operations to verify the scientific foundations and coefficients of construct validity (structural - discriminatory ability and internal consistency), using completely separate statistical operations, for the period extending from Sunday, corresponding to the date (7/15/2024) until Thursday, corresponding to the date (8/3/2024). In verifying the discriminatory ability, the scores of each of the paragraphs were arranged in descending order, and the method of the two equal-number extreme groups was adopted by determining a percentage of (27%) of (68) to reach (18.36) in each upper and lower group, which was approximated to (18) to be adopted in each of these two groups, and statistical processing to find statistical differences between them using the (t) law for unrelated samples for each paragraph, as shown in the results of Tables (2) and (3):

Table (2) shows the results of the discriminatory ability of the paragraphs of the dialogical leadership scale in the Iraqi Central Handball Federation

discrimination	Statistical comparison between the scores of the two extreme groups						Paragraph sequence and symmetrical groups	
	difference	(Sig)	(t)	+A	S	No		
acceptable	Functional	0.000	6.974	0.428	2.22	18	Upper	1
				0.461	1.28	18	Lower	
acceptable	Functional	0.000	9.277	0.383	2.17	18	Upper	2
				0.383	1.17	18	Lower	
acceptable	Functional	0.000	4.61	0.236	2.06	18	Upper	3
				0.514	1.5	18	Lower	
acceptable	Functional	0.000	5.682	0.323	2.11	18	Upper	4
				0.502	1.39	18	Lower	
acceptable	Functional	0.000	6.28	0.461	2.28	18	Upper	5
				0.485	1.33	18	Lower	
acceptable	Functional	0.000	5.215	0.502	2.39	18	Upper	6
				0.511	1.56	18	Lower	
acceptable	Functional	0.000	6.91	0.485	2.67	18	Upper	7
				0.514	1.50	18	Lower	
acceptable	Functional	0.000	4.777	0.485	2.33	18	Upper	8
				0.511	1.56	18	Lower	
acceptable	Functional	0.000	4.579	0.511	2.56	18	Upper	9
				0.383	1.83	18	Lower	
acceptable	Functional	0.000	7.823	0.323	2.89	18	Upper	10
				0.323	1.89	18	Lower	
acceptable	Functional	0.000	8.482	0.502	2.61	18	Upper	11
				0.428	1.22	18	Lower	
acceptable	Functional	0.000	10.292	0.485	2.33	18	Upper	12
				0.485	1.67	18	Lower	
acceptable	Functional	0.000	6.974	0.428	2.22	18	Upper	13
				0.461	1.28	18	Lower	
acceptable	Functional	0.000	6.92	0.511	2.44	18	Upper	14
				0.511	1.44	18	Lower	
acceptable	Functional	0.000	6.56	0.511	2.56	18	Upper	15
				0.514	1.5	18	Lower	
acceptable	Functional	0.000	7.357	0.502	2.61	18	Upper	16
				0.502	1.39	18	Lower	
acceptable	Functional	0.000	6.91	0.000	3	18	Upper	17
				0.236	1.94	18	Lower	
acceptable	Functional	0.002	3.373	0.461	2.28	18	Upper	18
				0.383	1.83	18	Lower	
acceptable	Functional	0.000	3.875	0.485	2.33	18	Upper	19
				0.461	1.72	18	Lower	

acceptable	Functional	0.000	10.206	0.000	3	18	Upper	20
				0.485	1.67	18	Lower	

The paragraph is distinguished by a score (Sig) > (0.05) at a significance level of (0.05) and a degree of freedom of (34).

Table (3) shows the results of the discriminatory ability of the paragraphs of the scale of coalitions of those in charge of managing local handball tournaments.

discrimination	Statistical comparison between the scores of the two extreme groups						Paragraph sequence and symmetrical groups	
	difference	(Sig)	(t)	+A	S	No		
acceptable	Functional	0.000	6.372	0.383	2.17	18	Upper	1
				0.428	1.22	18	Lower	
acceptable	Functional	0.000	7.823	0.323	2.11	18	Upper	2
				0.323	1.11	18	Lower	
acceptable	Functional	0.000	4.165	0.000	2	18	Upper	3
				0.511	1.44	18	Lower	
acceptable	Functional	0.000	5.134	0.236	2.06	18	Upper	4
				0.485	1.33	18	Lower	
acceptable	Functional	0.000	5.988	0.323	2.11	18	Upper	5
				0.461	1.28	18	Lower	
acceptable	Functional	0.000	4.936	0.511	2.44	18	Upper	6
				0.511	1.56	18	Lower	
acceptable	Functional	0.000	7	0.502	2.61	18	Upper	7
				0.511	1.44	18	Lower	
acceptable	Functional	0.000	4.682	0.461	2.28	18	Upper	8
				0.514	1.5	18	Lower	
acceptable	Functional	0.000	4.794	0.514	2.5	18	Upper	9
				0.428	1.78	18	Lower	
acceptable	Functional	0.000	9.277	0.383	2.83	18	Upper	10
				0.383	1.83	18	Lower	
acceptable	Functional	0.000	8.938	0.511	2.44	18	Upper	11
				0.383	1.17	18	Lower	
acceptable	Functional	0.000	4.123	0.485	2.67	18	Upper	12
				0.383	1.17	18	Lower	
acceptable	Functional	0.000	6.372	0.383	2.17	18	Upper	13
				0.428	1.22	18	Lower	
acceptable	Functional	0.000	5.867	0.502	2.39	18	Upper	14
				0.461	1.28	18	Lower	
acceptable	Functional	0.000	6.174	0.514	2.5	18	Upper	15
				0.502	1.39	18	Lower	
acceptable		0.000	7.309	0.511	2.56	18	Upper	16

	Function al			0.485	1.33	18	Lower	
acceptable	Function al	0.000	19	0.502	2.61	18	Upper	17
				0.511	1.44	18	Lower	
acceptable	Function al	0.003	3.145	0.428	2.22	18	Upper	18
				0.461	1.72	18	Lower	
acceptable	Function al	0.000	3.875	0.461	2.28	18	Upper	19
				0.485	1.67	18	Lower	
acceptable	Function al	0.000	11.662	0.236	2.94	18	Upper	20
				0.502	1.61	18	Lower	

To verify internal consistency, the scores of the two scales were statistically processed on the construct sample, which numbered (68) individuals, using a simple Pearson correlation coefficient between the score of each item and the total score of the scale to which it belongs, as shown in the results of Tables (4) and (5):

Table (4) shows the internal consistency of the correlation of the score of each item with the total score of the Dialogue Leadership Scale in the Iraqi Central Handball Federation.

(Sig)	Correlation between the paragraph score and the total score of the scale	No	(Sig)	Correlation between the paragraph score and the total score of the scale	No
0.000	0.725*	1	0.000	0.866*	1
0.000	0.556*	1	0.000	0.757*	2
0.000	0.825*	1	0.000	0.574*	3
0.000	0.508*	1	0.000	0.681*	4
0.000	0.681*	1	0.000	0.662*	5
0.000	0.844*	1	0.000	0.502*	6
0.000	0.638*	1	0.000	0.634*	7
0.000	0.648*	1	0.000	0.808*	8
0.000	0.721*	1	0.000	0.684*	9
0.000	0.552*	2	0.000	0.573*	10

The paragraph is consistent if the Sig score is > (0.05) with a degree of freedom of (66) and a significance level of (0.05).

Table (5) shows the internal consistency of the paragraphs' correlation with the total score of the scale of coalitions of those in charge of managing local handball tournaments.

(Sig)	Correlation between the paragraph score and the total score of the scale	No	(Sig)	Correlation between the paragraph score and the total score of the scale	No
0.000	0.905*	11	0.000	0.663*	1
0.000	0.817*	12	0.000	0.707*	2
0.000	0.785*	13	0.000	0.472*	3

0.000	0.568*	14	0.000	0.515*	4
0.000	0.626*	15	0.000	0.753*	5
0.000	0.717*	16	0.000	0.612*	6
0.000	0.657*	17	0.000	0.776*	7
0.000	0.568*	18	0.000	0.642*	8
0.000	0.585*	19	0.000	0.492*	9
0.000	0.646*	20	0.000	0.803*	10

* The paragraph is consistent as the (Sig) score was > (0.05) with a degree of freedom of (66) and a significance level of (0.05).

The researcher also verified the stability of each scale by statistically processing the degrees of their application on the same sample of (68) individuals, using the (Cronbach's alpha) coefficient, which reached (0.838) for the dialogical leadership scale. The value of this coefficient for the coalitions scale reached (0.859) with a degree of freedom of (66) and a significance level of (0.05). The suitability of the two scales for the research community was also statistically verified by finding the normal distribution, as shown in the results of Table (6):

Table (6) shows the final statistical parameters and the values of the normal distribution for the two scales.

Skew	Standard deviation	Arithmetic mean	Total score	Number of paragraphs	Number of construction samples	Scale Name
0.298	2.784	47.34	60	20	68	Conversational Leadership
0.378	2.739	49.44	60	20	68	Coalitions

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

After these procedures and statistical treatments, the researcher completed the process of constructing the two scales in sports management, forming their final forms (Appendix 1 and 2), with a total score for each scale ranging between (20-60) and a hypothetical mean of (40).

Results:

The procedures for surveying the main application sample, which consisted of (67) individuals, began, with a measure to measure the two phenomena under study, using both a collective and individual approach for the members of this sample, for the period extending from Sunday, August 6, 2024, until Thursday, August 24, 2024.

The research scores were also automatically processed statistically using SPSS, to extract percentage values, arithmetic mean, standard deviation, the t-test for unrelated samples, the simple Pearson correlation coefficient, the Cronbach equation, the Pearson skewness coefficient, the one-sample t-test, and the simple linear regression coefficient.

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

Significance	(Sig)	(t)	Average difference between means	Standard deviation	Arithmetic mean	Hypothetical mean	Total score	Number of paragraphs	Scale
Functional	0.000	19.551	7.09	2.968	47.09	40	60	20	Dialogue Leadership
Functional	0.000	25.642	9.194	2.935	49.19	40	60	20	Coalition

Unit of measurement (score), significant difference if (Sig) > (0.05) at degree of freedom (n-1) = (66) 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	Contribution rate	Linear regression coefficient 2(R) (coefficient of determination)	Simple correlation coefficient (R) Simple correlation coefficient (R)	Affected	Influential
0.83	0.92	0.921	0.96	coalitions	Conversational Leadership

N=67

Significance	(Sig)	(F)	Mean squares	Degrees of freedom	Sum of squares	Variance	Affected	Influential
Functional	0.000	760.554	523.719	1	523.719	Regression	coalitions	Conversational Leadership
			0.689	65	44.759	Errors		

Table (9) shows the results of the F test to examine the goodness of fit of the linear regression model for the scores of the two scales. (F) is significant if the value of the Sig score is > (0.05) at the significance level of (0.05).

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

Moral	(Sig)	(t)	standard error	β	Variables	Influential
Moral	0.007	2.774	1.624	4.504	Fixed Limit	coalitions
Moral	0.000	27.578	0.034	0.949	Conversational Leadership	

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

Discussion

The results of Table (7) show that both phenomena were present among the individuals in the application sample, as indicated by the superiority of their hypothetical mean on each scale over the hypothetical mean. The results of the linear regression model table in Table (8) show that the relationship and contribution of dialogical leadership in the Central Handball Federation to the level of coalitions of those in charge of managing local tournaments is a correlation whose increase is directly proportional to its positive effect, according to the responses of the individuals representing the application sample. Dialogue leadership was influential in these coalitions of those in charge of managing local tournaments, as indicated by the results of Table (10). The remaining contribution, amounting to (0.08) , is attributed to uninvestigated random factors. The researcher attributes the emergence of these results to the fact that the numerical values of the scale of coalitions of those in charge of managing local tournaments can be inferred from the numerical values of the scale of dialogical leadership in the Central Federation. In handball, this regression model indicates a direct effect in that the higher the level of the Central Handball Federation, the higher the level of coalitions in charge of managing local championships, confirming its positive role in the direct direction, because the attraction of the applied sample was always that the Iraqi Central Handball Federation communicates with those who disagree with its ideas with good treatment, and provides its directives to those in charge of managing local championships smoothly and in a logical sequence, and supports the human energies of the competent when organizing local championships, and avoids complications when issuing local championship regulations to facilitate their understanding by those in charge of implementing them, and discusses the problems of the forum with those in charge of managing local championships flexibly, and determines the responsibilities of those in charge of managing local championships to implement decisions impartially, and implements the annual plan for the league in an atmosphere of satisfaction for those in charge of managing local championships, and continues to assume responsibility without hesitation when facing a difficult situation in managing local championships, and sometimes the Iraqi Central Handball Federation has experience in using communication technology that helps it in direct dialogue with those in charge of managing local championships, and what delegates some of its powers to communicate between those in charge. The Iraqi Central Handball Federation is keen on the need to share the opinions of all those in charge of managing local tournaments in developing internal regulations. It studies decisions with those in charge of managing local tournaments according to the most appropriate alternative to solve problems. It makes decisions based on the availability of information data from those in charge of managing local tournaments. Those in charge of managing local tournaments always feel close to each other and an atmosphere of love prevails among them. It always holds official sessions with those in charge of managing local tournaments to deliberate on decision-making. It contributes to improving the quality of relations between those in charge of managing local tournaments. It is keen to consolidate the intimate relations between those in charge of managing local tournaments. Sometimes, the handball team participates with those in charge of managing local tournaments. In evaluating the results of the decision taken, it clarifies the mechanisms for implementing the decision to those in charge of managing local tournaments, and emphasizes the establishment of training programs to develop the

professional performance of all those in charge of managing local tournaments. It also emphasizes the capabilities of those in charge of managing local tournaments and their ability to innovate and modernize the management of these tournaments.

"Management must communicate effectively with the organization's employees and provide transparent and honest information about work, results, and developments." (Fathi, 2019, p. 11)

"Listening is also a direct cause of communication and building trust between leaders and subordinates, based on subordinates' perceptions of their leader's behavior, which demonstrates attentiveness, concern, and good manners. When subordinates perceive that their leader is listening, they are more likely to sense communication between them and contribute to building harmonious relationships between the two parties." (Khorakian & Other, 2018, p. 219)

"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)

Also, "Leadership cannot be achieved without a large number of followers whose trust and support the leader enjoys. From this, we can say that every leader is a manager in their position, but not every manager is a leader. A manager may be the manager of an administrative organization with a large number of employees. A manager may rely on the formal authority granted to them by law and regulations to perform their work and discipline their subordinates. An administrative leader, on the other hand, necessarily relies on the authority granted to them by laws and regulations, as well as on the personal and psychological aspects and familiarity that bind them to their subordinates." (Sulaiman & Al-Kathairi, 2013, p. 12)

"Conversational leadership contributes to creating a healthy environment where employees experience increased positive emotions, which in turn increases their creativity. Furthermore, it contributes to creating a suitable and open climate and understanding of the nature of human interaction and dialogue. Therefore, the conversational leadership style has positive effects not only on developing employee competence but also on motivation and the work environment" (Lemmetty & Collin, 2020, p. 197-198).

"Leadership must ensure that understandings and consensus prevail among those in charge within the administrative structure and reject the divide-and-conquer philosophy that some follow to maintain their leadership positions. This is because these understandings and consensus play a role in supporting and consolidating collaborative work and achieving goals according to the plan for their success." (Al-Barghouthi, 2021, p. 15)

Furthermore, "One of the most important goals of a coalition is to solve problems facing management. Another goal of forming a coalition itself is the presence of vague goals for the organization or inconsistent operational objectives, which creates disagreements among managers and administrators in determining the priorities of the problem. Furthermore, the primary goal of coalition participants is to advance their personal goals, despite the goals the coalition seeks to achieve." (Richard, 2015, p. 2)

Because "Leadership that takes into account convergence and harmony is successful, fosters a spirit of group cohesion, and believes in the opinions of each individual and the integration of opinions, whether in developing the plan, implementing it, or in making or implementing the decision.

Conclusions and Applications

1. The Dialogue Leadership Scale of the Iraqi Central Handball Federation is suitable for its purpose of measuring the perspectives of those responsible for managing local tournaments and has the scientific foundations and parameters for measuring this phenomenon in sports management.
2. The scale of coalitions among those responsible for managing local tournaments in the Iraqi Central Handball Federation is suitable for its purpose and has the scientific foundations and parameters for measuring this phenomenon in sports management.
3. An acceptable level of dialogue exists within the Iraqi Central Handball Federation, from the perspective of those responsible for managing local tournaments.
4. An acceptable level of coalitions exists within the Iraqi Central Handball Federation.
5. Increasing the level of dialogue leadership within the Iraqi Central Handball Federation contributes to increasing the level of coalitions among those responsible for managing local tournaments, with a correlation whose increase directly increases its positive impact.
6. Increased attention must be given to supporting the spirit of dialogue and increasing the coalitions among those responsible for managing local handball tournaments when organizing local tournaments, given their effective and important role in such organization.
7. Those responsible for managing local handball tournaments must be involved in administrative development courses before being assigned their duties in these tournaments.

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