



The Role of Leadership Stability in Achieving Strategic Objectives of the National Center for Sports Talent Care

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DOI:

[https://doi.org/10.37359/JOPE.V38\(3\)2026.2471](https://doi.org/10.37359/JOPE.V38(3)2026.2471)

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Article history: Received 27/ March /2026; Accepted 21/April/2026; Available online 28/September/2026

Abstract

This study examines the significance of leadership stability in achieving the strategic objectives of the National Center for Sports Talent Development in Iraq. The research objectives to enhance a scale to measure leadership stability and the achievement of strategic objectives. It also objectives to measure the level of leadership stability and the achievement of strategic objectives from the point of view of the center's employees and to study the relationship between leadership stability and the achievement of strategic objectives. The researcher used a descriptive-analytical approach with questionnaires to identify the level of leadership stability and the achievement of strategic objectives. The results showed that leadership stability at the center was at a moderate level demonstrating uniformity in vision and priorities but not at an ideal level. The results also showed that the achievement of strategic objectives was between moderate and high showing the effectiveness of implementing strategic programs but with challenges in sustaining results and assigning resources. The analyses showed a significant positive relationship between leadership stability and the achievement of strategic objectives highlighting the importance of leadership stability in improving the center's ability to implement its strategies. Deepening on the findings the researchers recommend strengthening leadership stability and allocating resources more effectively to ensure the sustainability of the sports programs' find.

Keywords: Leadership stability, strategic objectives, National Center for Sports Talent Care.

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Introduction

Sports organizations are among the fields that needed effective leadership to achieve defined strategic goals Leadership stability has proven to be a key factor in enhancing organizational performance and ensuring the long-term sustainability of results In this context the significance of leadership stability is highlighted at the National Center for Sports Talent Development in Iraq essential center working to improve athletic talent throughout many disciplines.

Sports institutions in Iraq encounter significant obstacles due to the volatile environment in which they operate, comprising policy changes, economic obstacles and administrative shifts. These challenges necessitate leadership consistency to ensure the achievement of long-term strategic goals This research aims to examine the role of leadership stability in achieving the strategic objectives of the National Center for Sports Talent improvement by exploring the relationship between leadership stability and the effectiveness of strategic program implementation at this center.

Leadership stability is one of the most significance factors affecting the success or failure of long-term strategies in sports organizations. Stable leadership enhances clarity of vision, facilitates strategic decision-making and contributes to enhance administrative and athletic performance. Available literature indicates that strategic leadership directly impacts the outcomes of sports programs at the organizational level (Hoye et al., 2015). Furthermore a study by Petković et al. (2016) confirmed that leadership stability assists achieve positive long-term athletic results by optimizing resource allocation and integrating strategic programs.

although the significant importance of leadership stability there is a gap in the literature regarding how to measure its impact on achieving strategic goals in Iraqi sports institutions. Therefore this research aims to develop a scale to measure leadership stability and identify its impact on achieving the strategic goals of the National Center for Sports Talent Development.

Prior studies have supported this significance such as Jabbar & Hussein's (2017) study which examined the impact of strategic leadership on organizational performance in sports demonstrating that stable leadership significantly promotes to improving the effectiveness of strategic implementation. Furthermore Naji's (2024) study provided a detailed analysis of strategic leadership among heads of sports federations in Iraq indicating the strong relationship between effective leadership and the ability to achieve sporting goals Ahmed (2024) also stressed the significance of an empowering leadership style in enhancing organizational control within sports clubs.

The significance of this research rooted in many scientific and practical considerations most notably its scientific significance. The research contributes to enriching the literature on

sports management by linking the construct of leadership stability to the output of strategic implementation in sports organizations especially talent development institutions which needed continuity and institutional growth. This corresponds with what sports management literature emphasizes: that leadership and strategic planning constitute the core of the administrative process within sports organizations. (Hoye et al., 2015)

In addition to its practical importance the research supplies actionable indicators that can benefit decision-makers at the National Center and supervisory bodies when designing leadership appointment policies, defining term limits and documenting procedures to ensure that programs are not disrupted or their paths modified by personnel changes. It can also contribute to enhancing consistency between plans, resources, monitoring and decreasing waste resulting from restarting or changing priorities without clear institutional justification.

Research Problem:

Common leadership changes and variations are among the most significant causes of inconsistencies in administrative approaches, shifts in priorities and allocations in policies and procedures. This adversely affects the accumulation of institutional experience the stability of work teams and the characteristic of talent development programs. Therefore the research issue arises from the absence of a precise scientific picture of the level of leadership stability at the National Center for Sports Talent Development and its contribution to achieving the center's strategic objectives from the perspective of employees at all administrative levels. Hence this research objectives to answer the central question: To what range does leadership stability contribute to achieving the strategic objectives of the National Center for Sports Talent Development?

Research Objectives

1. To improve a scale to measure leadership stability at the National Center for Sports Talent Development in Iraq from the perspective of the center's staff (coaches and administrators).
2. To develop a scale to measure the level of achievement of strategic goals at the National Center for Sports Talent Development in Iraq from the perspective of the center's staff (coaches and administrators).
3. To measure the level of leadership stability from the perspective of the center's staff (coaches and administrators).
4. To measure the level of achievement of strategic goals at the National Center for Sports Talent Development in Iraq from the perspective of the center's staff (coaches and administrators).
5. To explain the nature of the relationship and effect of leadership stability at the National Center for Sports Talent Development in Iraq on the achievement of the institution's strategic goals.



Research Scope:

- Human Scope: The study's human scope is restricted to senior administrative leaders as the target sample and the staff of the National Center for Sports Talent Development in Baghdad and the provinces (coaches and administrators) constitute the main research sample. The scale will be implemented to them as they are the groups most closely associated to the research problem.
- Temporal Scope: From October 2, 2025, to February 26, 2026.
- Spatial Scope: The headquarters of the National Center for Sports Talent Development in Baghdad and the provinces within the Republic of Iraq.

Search procedures

Research methodology:

The researchers used the descriptive method with its survey and correlational relationships, because it appropriate the nature of the research problem.

Research community and sample:

The research community comprises of 13 main multi-sports centers in Baghdad in addition to 68 branches of these centers in various Iraqi governorates. The research sample contains 243 affiliates, including coaches and administrative staff from these specialized sports centers.

The research sample was selected to include 211 participants, representing 86.8% of the research population. The sample identified of 37 department managers and 174 trainers. Of this sample, 196 forms were found to be valid for statistical analysis, representing 92.8% of the recruited sample.

The pilot study sample consisted of 6 participants, representing 3% of the total sample while 114 participants were selected for the construction sample representing 58.1% of the total sample. The application sample consist of 76 participants, or 38.7% of the total sample.

Search tools

Steps for building the two research scales

To achieve the aims of this research two specialized scales were needed to measure leadership stability and the achievement of strategic goals. This was crucial cause there were no readily available, standardized scales suitable for the organizational environment of the National Center for Sports Talent Development and the Iraqi Ministry of Youth and Sports and suitable to the research variables and objectives. Accordingly the researchers improved the two scales following established scientific steps in specialized sports management research based on the work of Al-Kinani and Jabbar (1995, p. 138). These steps included defining the objectives and scope of each scale, practically defining the concepts to be measured, analyzing the measurement field identifying suitable areas and items, formulating the scale items and instructions and then submitting them to a panel of experts for review and necessary revisions based on their feedback.



A theoretical definition of leadership stability was implemented describing it as the leadership's ability to maintain continuous strategic direction for the organization while confirming that policies and decisions align with the organization's strategic objectives. This is achieved through vision consistency continuity of priorities and policy clarity. Based on this concept a leadership stability scale was developed, comprising three main areas: vision consistency, precedence continuity and policy clarity. Each constituent is operationally measured based on the clarity of the leadership vision and the availability of continuous direction for the organization.

The concept of attaining strategic objectives was defined as the center's success in implementing its strategic programs and achieving its set goals based on the adequate allocation of resources to ensure sustainability and the achievement of results. Accordingly, the strategic objectives achievement scale was developed based on three areas: (program implementation, resource allocation, and results sustainability) with each component measured based on the availability of resources to support programs and achieve sustainable results.

After drafting the initial dimensions and items for the two scales they were presented to seven experts and specialists in sports management, measurement and evaluation via a survey form to verify their suitability and adequacy for the research objectives. Following the compilation and analysis of the surveys the domains and items that received 80% or higher approval were adopted. The statements were then adjusted based on the experts' feedback without altering the core of the scales. Eighteen out of the nineteen recommended statements for the Leadership Stability scale were accepted by the experts, and sixteen out of the eighteen proposed statements for the Strategic Goal Achievement scale were approved by the experts.

Based on this procedure, two measures were improved that are appropriate for the target community in the research to be applied on (30/7/2025).

Apparent truthfulness:

The researchers implemented face validity to verify the suitability of the items in the leadership stability and strategic goal achievement scales for measuring the research variables. Face validity is a crucial indicator in test and scale construction, as it relates to the clarity, validity and representativeness of the feature being measured according to experts. This was achieved by presenting the scale items to a group of experts and referees in sports management and adopting an agreement rate of 80% or higher as the acceptance criterion based on the methodological literature associated to scale construction.

The discriminatory power of the items in the two scales:

Since the present research measures the level of leadership stability and achievement of strategic goals at the National Center for Sports Talent Development the availability of this attribute means that the items are able to precisely distinguish between sample members who

have high and low levels of response in both leadership stability and achievement of strategic goals.

To establish this the sample questionnaires were organized in descending order according to their total score. Then, a two-group approach was adopted identifying the highest (27%) and lowest (27%) questionnaires to form two groups representing the extremes of the distribution, totaling (24) questionnaires. The middle group, comprising (66) questionnaires, was excluded from this procedure. After identifying the two groups, a t-test was used to contrast the means. The results showed significant differences at the (0.05) level with (46) degrees of freedom, revealing that the items on the leadership stability and strategic goal achievement scales possess implemented discriminatory power and can be relied upon in the final application.

Table1. shows the discriminative ability of the items of the Leadership Stability Scale.

Item	Total	Mean	Standard deviation	Value (T)	(Sig)	Significance
1	upper	4.3	0.463	12.943	0.000	Significant
	lower	2.2	1.05			
2	upper	4.34	0.479	14.56	0.000	Significant
	lower	2.32	0.844			
3	upper	4.32	0.471	18.012	0.000	Significant
	lower	2.36	0.827			
4	upper	4.78	0.418	12.835	0.000	Significant
	lower	2.28	0.834			
5	upper	4.72	0.454	10.277	0.000	Significant
	lower	2.26	0.853			
6	upper	4.26	0.694	12.889	0.000	Significant
	lower	1.42	0.673			
7	upper	4	0.535	13.416	0.000	Significant
	lower	1.38	0.635			
8	upper	4.3	0.707	13.74	0.000	Significant
	lower	1.38	0.667			
9	upper	4.34	0.717	15.782	0.000	Significant
	lower	1.4	0.7			
10	upper	4.04	0.57	13.45	0.000	Significant
	lower	1.66	0.717			
11	upper	4.02	0.553	20.397	0.000	Significant
	lower	2.04	0.533			
12	upper	4.36	0.722	17.978	0.000	Significant
	lower	2.04	0.57			
13	upper	4.38	0.725	19.879	0.000	Significant
	lower	2.04	0.605			
14	upper	4.06	0.586	19.523	0.000	Significant

	Lower	2.04	0.638			
15	upper	4.28	0.701			
	lower	2.04	1.009	18.86	0.000	Significant
16	upper	4.32	0.713			
	lower	2.48	0.886	16.358	0.000	Significant
17	upper	4.2	0.67			
	lower	1.88	0.746	13.852	0.000	Significant
18	Upper	4.18	0.661			
	lower	2.16	0.792	13.45	0.000	Significant

At the significance level of 0.05 and with a degree of freedom of $(n_1 + n_2 - 2) = 46$, an item is considered discriminative if its calculated t-value is statistically significant $(Sig) \geq (0.05)$

Table2. shows the discriminative power of the items of the Strategic Goal Achievement Scale

Item	Total	Mean	Standard deviation	Value (T)	(Sig)	Significance
1	Upper	4.16	0.65			
	lower	1.66	0.745	20.999	0.000	Significant
2	Upper	4.34	0.717			
	lower	1.66	0.772	18.104	0.000	Significant
3	Upper	4.44	0.733			
	lower	1.56	0.705	18.022	0.000	Significant
4	Upper	4.56	0.733			
	lower	1.8	0.7	19.776	0.000	Significant
5	Upper	4.5	0.735			
	lower	1.84	0.468	19.584	0.000	Significant
6	Upper	4.46	0.734			
	lower	1.88	0.558	21.776	0.000	Significant
7	Upper	4.14	0.639			
	lower	1.5	0.707	17.872	0.000	Significant
8	Upper	4.18	0.691			
	lower	1.32	0.621	17.979	0.000	Significant
9	Upper	4.16	0.65			
	lower	1.5	0.678	10.936	0.000	Significant
10	Upper	4.52	0.735			
	lower	1.54	0.734	10.496	0.000	Significant
11	Upper	4.1	0.614			
	lower	1.68	0.713	19.944	0.000	Significant
12	Upper	4.08	0.601			
	lower	2.06	0.512	21.803	0.000	Significant
13	Upper	4.38	0.725			
				20.653	0.000	Significant

	lower	2.06	0.55			
14	Upper	4.42	0.731	20.728	0.000	Significant
	lower	2.06	0.586			
15	Upper	4.14	0.639	18.187	0.000	Significant
	lower	2.06	0.62			
16	Upper	4.42	0.785	18.104	0.000	Significant
	lower	1.82	0.388			

At the significance level of 0.05 and with a degree of freedom of $(n_1 + n_2 - 2) = 46$, an item is Considered discriminative if its calculated t-value is statistically significant ($\text{Sig} \geq (0.05)$)

Internal Consistency Coefficient (Internal Consistency Validity):

The internal consistency validity of the items on the Leadership Stability and Strategic Goal Achievement scales was confirmed by calculating the simple correlation coefficient between the score of each item and the total score of the scale to which it belongs. Pearson's correlation coefficient was used based on the responses of a construct sample of 114 questionnaires. The results demonstrated that a number of items were not statistically significant as their significance level exceeded 0.05; there fore they were omitted from the scale. Accordingly the modified scale consists of 15 items for the Leadership Stability scale and 15 items for the Strategic Goal Achievement scale. Tables 3 and 4 show the correlation coefficients and their statistical significance for the items.

Table3. shows the internal consistency of the items of the Leadership Stability Scale

Item	Correlation with the total score of the scale	Significance	Item	Correlation with the total score of the scale	Significance
1	0.358	0.000	10	0.380	0.000
2	0.224	0.002	11	0.370	0.000
3	0.295	0.000	12	0.457	0.001
4	0.282	0.004	13	0.349	0.000
5	0.256	0.000	14	0.429	0.000
6	0.445	0.000	15	0.560	0.000
7	0.458	0.026	16	0.212	0.016
8	0.310	0.001	17	0.224	0.018
9	0.419	0.000	18	0.571	0.000

Table4. shows the internal consistency of the items of the Strategic Goal Achievement Scale

Significance	Correlation with the total score of the scale	Item	Significance	Correlation with the total score of the scale	Item
0.001	0.583	9	0.000	0.899	1
0.000	0.852	10	0.000	0.852	2

0.000	0.827	11	0.000	0.911	3
0.000	0.775	12	0.000	0.862	4
0.000	0.859	13	0.003	0.411	5
0.001	0.634	14	0.000	0.744	6
0.016	0.383	15	0.000	0.646	7
0.000	0.666	16	0.000	0.687	8

Table5. Shows the consistency of the domains of the two scales with the total scores of the two scales.

Strategic Goal Achievement Scale				Leadership Stability Scale			
Significance of the Correlation	(Sig)	Correlation Coefficient (r) Between the Domain Total Score and the Scale Total Score	Domains	Significance of the Correlation	(Sig)	Correlation Coefficient (r) Between the Domain Total Score and the Scale Total Score	Domains
Significant	0.000	0.933	Program achievement	Significant	0.000	0.589	Vision consistency
Significant	0.000	0.671	Resource allocation	Significant	0.000	0.644	Priority continuity
Significant	0.000	0.643	Sustainability of results	Significant	0.000	0.808	Policy clarity

Reliability of the Two Scales

The reliability of the two scales was verified using Cronbach's alpha coefficient on the statistical analysis sample. The results demonstrate that the reliability coefficient for the Leadership Stability Scale was (0.817), and for the Strategic Goals Achievement Scale it was (0.780). These values are within acceptable limits in scientific research, revealing that the two scales possess adequate reliability and are appropriate for field application and results analysis.

Application of the Two Scales to the Final Application Sample

After finalizing the versions of both the Leadership Stability Scale (15 items) and the Strategic Goals Achievement Scale (15 items) the researchers employed them to the final application sample selected from the main research sample of (196) employees at the National Center for Sports Talent Development. The application was implemented between October 10, 2025, and January 23, 2026.

Presentation and Discussion of Results

Presenting the results of the first objective, which included "Developing a leadership stability scale for the National Center for Sports Talent Development." This aim was achieved by finalizing the scale.

Presenting the results of the second objective, which involved "Developing a scale to measure the level of achievement of strategic goals at the National Center for Sports Talent Development in Iraq from the perspective of the center's staff (coaches and administrators)." This objective was also achieved by finalizing the scale.

Before presenting the results of the third objective the levels of the leadership stability questionnaire were analyzed and defined. Tables (6) and (7) detail the questionnaire levels and their respective items.

.Table6. shows the domains and levels measured in the Leadership Stability Scale

Domain	Level	Rank
Domain 1	low	35-15
Domain 2	medium	55-36
Domain 3	high	75-56

.Table7. shows the domains and levels of the items of the Leadership Stability Scale

Domain	Level	Rank
Domain1	low	2.33-1
Domain 2	medium	3.67-2.34
Domain 3	high	5-3.68

Presentation and Discussion of the Results of the Third Objective, which aimed to identify the level of leadership stability from the perspective of the center's staff (coaches and administrators). The researchers obtained the following results:

.Table8. shows the means and levels of the items of the Leadership Stability Questionnaire

Level	Mean	Item	Level	Mean	Item
Low	2.30	9	medium	3.30	1
Low	2.33	10	medium	3.37	2
medium	3.19	11	medium	2.92	3
medium	3.20	12	medium	3.48	4
Low	2.32	13	medium	3.56	5
medium	3.55	14	medium	3.62	6
medium	3.46	15	medium	3.18	7
medium	3.46	16	medium	3.45	8

Discussion of the results of the third objective: Level of leadership stability



The results of the third objective demonstrate that the level of leadership stability at the National Center for Sports Talent Development is at an average level. This means that staff regard a degree of consistency in vision, relative continuity in priorities and acceptable clarity in policies. However this perception has not yet reached the high level that reflects a complete organizational entrenchment of these dimensions. This indicates that the center possesses an effective leadership base that allows for continued operation but it still needs further institutionalization and consolidation for leadership stability to convert from an acceptable administrative practice into a firmly established organizational characteristic.

This result can be explained by the nature of sports talent development organizations which depended on long-term programs that begin with selection then development monitoring and evaluation. Therefore staff are more responsive to any fluctuations in priorities or the clarity of leadership directives. This explanation corresponds with what Hoye et al. (2015) emphasized: that leadership in sports organizations is not limited to managing day-to-day operations but also involves directing resources building a vision and ensuring its translation into measurable results. It also echoes Ireland and Hitt's view that strategic leadership plays a primary role in maintaining competitiveness and sustainability by stabilizing the organization's overall direction and integrating decisions to long-term goals (Ireland & Hitt, 1999).

The recent findings appear to align with the direction of Radhi and Wahab's (2023) study which demonstrated that administrative adaptability in the Iraqi sports environment still needs greater clarity in objectives, planning and collaboration. This indirectly suggests that administrative and leadership stability in many sports institutions remains at a level that can be improved rather than at full maturity. It also coincides with Ahmed and Abdul-Khaliq's (2023) study which established that effective leadership styles are positively correlated with the work output of Ministry of Youth and Sports employees. This suggests that consistent and clear directives can enhance performance and job creativity within sports institutions.

On the other hand the fact that some items on the scale remain at a low level indicates that leadership stability is not uniform across all its components. The shortcomings may be concentrated in aspects related to the continuity of priorities or the clarity of operational policies for employees. This understanding is strengthened by what Jabbar (2017) and Hussein argued: that leadership represents the link between vision, strategy and implementation and that weakness in this role directly impacts the quality of implementation and the stability of organizational performance. This finding can also be linked to the conclusion reached by Danylchuk and Doherty (1996), who found that transformational leadership in sports contexts is related with more positive organizational outcomes compared to less effective styles. This highlights the significance of clear and encouraging leadership as a framework that supports stability within the organization.

Studies by Hazza and Qusay (2018a, 2018b) in the field of change management can also be utilized. They indicate that Iraqi sports institutions may possess a positive capacity to deal with change, but this change is more effective when it operates within a structured and clear administrative framework. Leadership stability here does not mean resisting development, but rather guiding its course and preventing it from descending into confusion or shifting directions. Furthermore, the study by Talib, Qusay, and Khamis (2019) suggests that management training contributes to raising the efficiency of administrative staff which supports the notion that leadership stability can be enhanced by developing leaders and staff on standardized professional foundations.

The results demonstrated an acceptable administrative structure upon which to build but it needs more development through documenting strategic priorities explaining administrative roles establishing policies and engaging employees more broadly in understanding the center's leadership direction In this sense the average level does not represent a critical weakness but rather clearly indicates a real chance for improvement if properly leveraged institutionally.

Presenting and discussing the findings of the fourth objective (measuring the level of achievement of strategic goals at the National Center for Sports Talent Development in Iraq from the perspective of the center's staff (coaches, administrators)).

Presentation and Discussion of the Results of the Fourth Objective

The fourth objective aimed to measure the level of strategic goal achievement at the National Center for the Care of Sports Talent in Iraq from the perspective of the center's staff (coaches and administrators). The researchers obtained the following results:

Table9. present the domain and levels of the strategic goal achievement scale.

Domain	Level	Rank
Domain1	low	35-15
Domain2	moderate	55-36
Domain3	high	75-56

Table 10. present the domains and level of the items of the strategic goal achievement scale.

Domain	Level	Rank
Domain1	low	2.33-1
Domain2	moderate	3.67-2.34
Domain3	high	5-3.68

Table 11. present the mean scores and levels of the items of the strategic goal achievement scale

level	Mean	Item	Level	Mean	Item
moderate	3.47	9	moderate	3.11	1
moderate	3.26	10	high	3.72	2
high	3.69	11	moderate	3.49	3
moderate	3.51	12	moderate	3.45	4



moderate	3.56	13	high	3.74	5
moderate	3.18	14	moderate	3.22	6
moderate	3.63	15	high	3.72	7
moderate			high	3.71	8

Discussion of the results of the fourth objective: Level of achievement of strategic goals

The findings of the fourth objective showed that the level of achievement of strategic goals at the National Center for Sports Talent Development varied between average and high. This result reveals authentic operational effectiveness within the center but it also reflects disparities in the different aspects of goal achievement specially those connect to program implementation resource allocation and the sustainability of results This demonstrates that the center is not operating in an administrative vacuum rather it is achieving a significant portion of its objectives but it has not yet reached a high and balanced level of achievement across all aspects.

This finding can be interpreted by the fact that sports talent development organizations often achieve more evident progress in aspects related to the implementation of daily or seasonal programs while facing related challenges in areas requiring long-term institutional coordination such as aligning resources with objectives sustaining results and linking planning with continuous evaluation. This consistent with Petković et al. (2016) who claimed that the value of strategic planning in sports organizations is not rooted only in setting objectives but also in linking analysis implementation, monitoring and feedback. It also corresponds with Ilić (2013) who described strategic planning in sports organizations as an active process based on defining the mission analyzing the situation developing strategies, monitoring implementation and modifying priorities as needed.

The current finding gains further interpretive power when compared to the study by Abdul Wahid (2018) on the National Center for Sports Talent Development. That study showed that the center's strategic planning is characterized by a focus on objectives and their formulation but requires strengthening in environmental analysis information updating employee engagement and periodic plan review This aligns with the current finding as achieving a moderate to high level of strategic objective attainment suggests that the center possesses an existing planning and implementation framework but has not yet reached full institutional maturity.

This interpretation can also be supported by the findings of Martínez-Moreno (2021), who concluded that leadership style in sports clubs is tide to strategic management and employee effectiveness and satisfaction. This suggests that achieving goals within sports organizations depends not only on the existence of written plans but also on the nature of the leadership adopted by the organization in directing resources, motivating employees and organizing collective effort. This idea also aligns with what Frontiera (2010) demonstrated: that leadership in professional sports influences organizational culture and the organization's ability to transform and adapt which is indicated in overall performance and the continuity of operational directions.

moreover the presence of some items at the high level indicates that the center is clearly succeeding in certain aspects perhaps reflecting the availability of effective programs accumulated expertise, or stable implementation procedures in specific areas However the continued presence of the remaining items at the medium level means that achieving the strategic objectives still needs greater integration between administrative units and branches as well as developed resource allocation and monitoring mechanisms. This aligns with the conclusion of Cairney Richard, and Legg (2024) that effective sports leadership requires a blend of vision, meaning-making, decision-making and the development of structures and processes that create the conditions for success within complex organizations. Therefore the current results do not indicate a weakness in the center's ability to achieve its objectives but rather a positive level with potential for improvement. This means that the priority in the next phase is not to reformulate the objectives, but rather to improve the efficiency of their implementation, strengthen their sustainability and improve the link between planning, resources, evaluation and monitoring.

The findings of the fifth objective (studying the nature of the relationship and effective of leadership stability in the National Center for Sports Talent improvement in Iraq on achieving the strategic goals of this institution) were showed and discussed. The researchers reached the following conclusions:

Table 12. presents the summary of the simple linear regression model for the variables of .Leadership Stability and Strategic Goal Achievement

Dependent variable	Independent variable	Correlation variable	Coefficient of Determination (R^2)	Computed F-value	Significance
Strategic goal achievement	Leadership stability	0.625	0.391	46.231	0.000

Discussion of the results of the fifth objective: The relationship and impact between leadership stability and achieving strategic goals

The results of the fifth objective revealed a statistically significant positive correlation between leadership stability and the achievement of strategic goals. Furthermore the regression analysis demonstrate a significant effect of leadership stability in explaining an important aspect of the level of strategic goal achievement. This finding indicates that leadership stability is not a secondary organizational element but rather a key factor influencing the efficiency of strategic achievement within the National Center for Sports Talent Development. The more consistent the leadership's vision the more consistent its priorities and the clearer its policies, the greater the organization's capacity to translate its objectives into more stable and sustainable practical outcomes.

This result is logical given the nature of the center itself as sports talent development programs rely on cumulative time, systematic monitoring, and consistency between selection, development and



evaluation—processes that are rapidly affected if leadership undergoes frequent changes or sharp shifts in priorities. Therefore the positive relationship between the two variables is not solely a statistical correlation but reflects an actual organizational mechanism through which we can understand how leadership stability contributes to improving an organization's strategic execution ability.

This finding aligns with the results of Ahmed and Abdulkhaliq (2023) who confirmed a positive relationship between transformational leadership and creativity in the job performance of Ministry of Youth and Sports employees. Both studies confirm that effective leadership finally impacts the quality of organizational outcomes. Furthermore it corroborates the result of Burton and Peachey (2009) who demonstrated that transformational leadership is related with more positive organizational outcomes in sports management, particularly in terms of satisfaction effectiveness and extra effort—indicators that are functionally aligned with the ability to achieve strategic goals within the organization.

This finding also verifies the findings of Liu et al. (2024) in Ethiopian sports organizations which demonstrated that leadership styles directly impact employee performance and that more positive leadership styles are connect with better job satisfaction and organizational performance. In spite of variations in organizational environments the core finding remains consistent: clear and supportive leadership optimal guides collective effort and enhances an organization's ability to achieve its goals. Furthermore Martínez-Moreno et al. (2021) concluded that leadership within sports clubs is a key element of strategic management, verifying that leadership is not a behavioral issue separate from outcomes but rather an integral part of the explanatory framework for organizational performance.

The result reached by the current research is consistent with the results of research in the Iraqi sports environment. Through the study of Radhi and Wahab (2023) on administrative flexibility and through the studies of Qusay and his colleagues on change management and administrative training these studies collectively reveal that Iraqi sports institutions are clearly affected by the management and leadership style, the method of organizing human resources and the direction of work. When the leadership is stable, change becomes more disciplined, administrative training becomes more capable of establishing standard and the institution becomes more effective of investing its resources towards specific and agreed-upon goals.

However the fact that leadership stability does not demonstrate all the variation in achieving strategic goals indicates that strategic achievement is not solely dependent on this factor but is also influenced by other factors such as human and material resources, information systems coordination mechanisms the level of managerial qualifications and the nature of the organizational environment in which the center operates. This aligns with what the strategic literature in sports and management generally emphasizes: that achieving results is the product of the interaction of several components within the organization not the result of a single variable. In this context Cairney et al. (2024) argue that effective sports leadership operates within a network of roles, capabilities and structures while Ireland and Hitt (1999) assert that strategic leadership maintains competitiveness by combining overall direction, resource investment and environmental adaptation.

Therefore the most important practical value of this finding depend on the clear scientific justification it provides for decision-makers at the National Center for Sports Talent Development to prioritize leadership stability as a key enabler for achieving strategic goals. Enhancing leadership stability by solidifying priorities, documenting policies, fostering greater clarity of vision and developing leadership



competence can improve the efficiency of strategic implementation and make the center's outcomes more consistent and sustainable in the medium and long term.

Conclusions:

1. It seems that leadership stability at the National Center for Sports Talent Development is at an average level. This means there is acceptable consistency in vision and relative continuity in priorities but this stability has not reached the ideal level needed to achieve sustainable organizational results.
2. There endures a lack of complete consistency in some dimensions such as policy clarity and continuity of priorities which affects the effectiveness of strategic implementation.
3. While the National Center for Sports Talent Development is making some advancement in implementing sports programs and allocating resources there is still a gap in sustaining results and aligning resources with long-term goals.
4. The results presented that there is a disparity between the different aspects in achieving the strategic goals as some dimensions recorded high results and others remained at average levels.
5. A strong and positive relationship was found between leadership stability and the achievement of strategic goals as the analysis showed that leadership stability in the center contributes significantly to improving the center's ability to achieve its strategic goals.

Recommendations:

1. The center should work on documenting and establishing its priorities and strategies to guarantee continuity of leadership and policy control which will help decrease administrative fluctuations and increase the sustainability of programs.
2. Transparency of policies and procedures should be enhanced including clearly defining administrative roles to maintain consistency between leadership and staff at the center.
3. More financial and human resources must be allocated to ensure the sustainability of sports programs as well as better integration of resources and strategies to achieve long-term goals.
4. The need to improve leadership skills through specialized training programs that focus on developing administrative and technical capabilities which promotes leadership stability and makes institutional performance more efficient.
5. Working to enhance communication channels between management and employees and enhancing participation in decision-making, which contributes to improving interaction between different administrative levels in the center.
6. Continuous monitoring and strategic evaluation efforts should be intensified to ensure that aimed are achieved and programs and policies are updated based on field observations and changes in the sports environment.



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Journal of Physical Education

Volume 38 – Issue (3) – 2026 Open Access

P-ISSN: 2073-6452 , E-ISSN: 2707-5729

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