

Visionary Leadership and Its Relationship with Decision-Making Quality Among Board Members of Sports Clubs in Diyala Governorate

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ABSTRACT

The present study investigates the relationship between visionary leadership and the role of sports management organizations in Diyala province. It reveals substantial levels of visionary leadership and interconnected research forces, employing a descriptive, survey-based approach suited to the research problem. The focus is on the administrative bodies of ten sports clubs in Diyala, comprising 73 members, with a lottery-selected team from Shahraban Club consisting of seven members. The study validated the clarity of its methodology, uncovering a close relationship between vision and innovation. It finds that a stronger vision enhances collaboration quality among management agents. The researcher recommends developing vision skills among members and administrative organizations through varied training and marketing courses, thereby guiding the institutional performance of sports clubs.
Keywords: Visionary leadership, technology creation, management mechanism.

1-Introduction:

Sports management is one of the vital fields that has recently emerged, the new structure has imposed a new paradigm. The reasons for this are now that sports, and most notably achieving their goals through reliance on modern administrative systems based on success and the efficient use of resources, are more prominent than ever. "Success in sports activities is no longer dependent on health or technical capabilities; it now bears a significant influence on leadership and its ability to guide sports work through learning and effectiveness"(Abdul-Razzaq, 2024, p. 87). Among those who support greater attention to modern thought on visionary leadership is Francisco, due to its ability to anticipate the future and formulate a clear vision, guiding employees towards achieving its goals. This is done by highlighting its role in fostering a spirit of initiative and finding a way of working that, first and foremost, transforms challenges into opportunities for development. Al -Tamimi (2016) emphasized that "pushing towards a vision is one of the fundamental components of administrative work excellence within sports institutions because of its contribution to the effective performance of sporting events" (Al -Tamimi, 2016, p. 66).

Visionary leadership occupies a prominent position in contemporary management thought. Such managements are due to its pivotal role in guiding organizations towards their future goals in environments characterized by continuous change and increasing competition. This leadership style is based on having a clear future vision, the ability to anticipate opportunities

and challenges. It also translate them into practical plans and procedures. These measures contribute to improving organizational performance and enhancing the organization's ability to adapt changes amidst the rapid pace of economic, technological, and organizational developments. Organizational success no longer depends solely on addressing current problems, but rather on having leaders with a strategic vision who can anticipate future changes and prepare for them in a way that ensures sustained performance and a competitive advantage (Oida, 2021, pp. 15).

Decision-making is one of the most important administrative functions that sports institutions rely on in their various activities, as the efficiency of planning, organizing, directing and controlling depends on it. It also represents a true standard for judging the success of management in dealing with different problems and situations. "The quality of decision-making is not limited to the speed of issuing the decision, but is related to the ability of the decision-maker to accurately diagnose the problem, collect relevant information, analyze available alternatives and choose the alternative. Such strategies enhance the way of achieving the best possible results in light of the institution's goals and capabilities. This caabilites require the availability of leadership that has a future vision and the ability to think systematically" (Saeed and Jawad, 2021, 202).

Rally Char Sites To determine what pertains to administrative and financial aspects is effective as a key factor in achieving the success and continuity of the sports organization. Recent studies have indicated that " a high level of quality in innovation contributes to improving organizational performance that is concerned with sports." (Al-Sirafi, 2003, p. 311). It enhances the ability to achieve its goals. Thus, decision-making process needs a leadership that possesses vision and a strategic orientation towards the future. It based on the close link between visionary leadership and technological adoption. The possession of distinguished leaders with a future-oriented approach contributes to the increasing need for analyzing administrative visions. Dealing with challenges to replace alternatives This positively impacts the quality of decisions made within sports clubs (Mahdi, 2021, p. 119).

Therefore, this study examines the importance of using the administrative issues that represent a fundamental axis in the development of sports institutions. The study compares the management of sports clubs with the management of sports clubs and establishing a partnership with the administrative body of sports clubs in Diyala Governorate. This contribution identifies the scientific indicators and promotes sports management of clubs. Additionally, it increases the importance of adopting visionary leadership in particular as an approach that contributes to the quality of effective management and local performance.

1-2 Research Agreement

Today, sports clubs encounter significant administrative challenges due to the rapidly evolving sports environment. This situation demands that administrative bodies adopt a comprehensive vision to plan local operations effectively. While setting clear work objectives and ensuring continuity are essential, the guiding vision is critical for future endeavors. There is a noted



disparity in understanding among these bodies, which can impact the quality of administrative outputs, particularly in areas requiring restructuring and optimal resource management. A review of various sports clubs in Diyala Governorate indicates performance differences over time that affect specific skills and capabilities, suggesting the need for further investigation. Additionally, existing studies on sports leadership in Diyala highlight the importance of this topic. This study investigates the relationship between visionary leadership and the establishment of a sports management mechanism in Diyala Governorate, testing the statistical existence of significant relationship between these two variables.

1-3 Research Objectives

There is a relationship between the proportions of sports leadership in Diyala Governorate.

1-4 Research Hypothesis

There is a statistically significant relationship between visionary leadership and the sports administration in Diyala Governorate.

1-5 Research Areas :

- 1- **Human Resources:** Administrative body for sports in Diyala Governorate Sports 2026
- 2- **Time Period:** from 1/10/2026 to 3/27/2026
- 3- **Field of Study:** Sports clubs in Diyala province

2- Methodology and Preventive Measures

2-1 Methodology

Scientific research requires choosing the appropriate methodology because it represents the basis that organizes the steps of the study and helps the researcher to collect, analyze and interpret data according to scientific principles to reach accurate and objective results” (Aqeel p. 6). Therefore, the researcher adopted the descriptive methodology with its survey and correlational methods because it is suitable for the nature of the research problem, as it allows for describing the phenomenon as it is in reality and revealing the relationship between its variables without intervention

2-2 Population and Sample

The population is intentionally defined as the administrative bodies of the ten sports clubs in Diyala Governorate: (Diyala, Al-Khalis, Shaharban, Baquba, Bahraz, Al-Shaheed Arkan, Jalawla, Khanaqin, Jadida Al-Shatt, and Baladruz). This population comprised a total of seventy-three members, as shown in Table (1). A pilot sample of seven members was randomly selected by lottery from the Shaharban Club to verify the clarity of the data points and the suitability of the application procedures before the main study was conducted.

Table (1)

The Population and its sample

Ror app	Gaining experience	Total number of members of the administrative body	The club	T
10	-	10	Dias	1
7	-	7	pure	2
-	7	7	a personality	3
6	-	6	Baby	4
7	-	7	group	5
8	-	8	Witnesses are pillars	6
8	-	8	Khanaqin	7
6	-	6	- majority	8
7	-	7	Art and Movement	9
7	-	7	vegetables	10
66	7	73	10	e

2-3 Information gathering methods and engineering tools

2-3-1 Tools of Data Collecting:

- Arab and foreign sources.
- Testing and measurement.
- world wide web.

2-3-2-Devices and Tools

- HP computer calculator.
- Medical surgeries.
- green.

2-4 Tests of The Study:

First: Visionary Leadership Scale:

After reviewing the relevant literature reviews of previous studies, the researcher determined that the Visionary Leadership Scale developed and standardized by Yasser Qanbar Murtada (2026) was suitable for the nature and objectives of the current study. Therefore, the researcher adopted it as a tool to measure visionary leadership among the research sample. The researcher made minor modifications to some items of the scale to better suit the research sample. These



modifications were limited to replacing certain words or expressions with more appropriate alternatives without altering the content of the items or the concept being measured. The final version of the scale consisted of 28 items, answered using a five-point Likert scale with the following response options: (Strongly disagree, disagree, somewhat agree, agree, strongly agree). These responses were assigned scores of 1, 2, 3, 4, and 5, respectively. The total score for the scale ranged from a minimum of 28 to a maximum of 140. A high score indicates a high level of visionary leadership, while a low score reflects a low level. Its level, as shown in Appendix (2).

Second: Innovation Quality Measurement:

After reviewing the relevant literature reviews of previous studies the researcher found that , the work planning quality scale developed by Bandar Ayed Mohammed(2023) is nessessary for the current study and its requirements. Therefore, it adoptes a tool willing to engage with research participants , and for the purpose of adapting the scale to the nature of the eye. To facilitate surgery for some patients It was limited to replacing some words and phrases with ones that are more in line with the current study environment. Without affecting the content of the items or the objective it measures , the scale measurement in its approved form consisted of (33) items, and the researcher adopted the five-point Likert scale to answer them, which is ,represented by alternatives: (do not agree exactly, do not agree, somewhat agree, agree strongly agree), which were given scores (1, 2, 3, 4, 5) respectively. Therefore, the overall score for the measurement ranged between (33) the low score and (165) It was founded in first place, and is considered the leading institution in the field of idea generation. While the low degree of shade testifies to its level, as is evident in recognition (3).

2-5 Exploratory Experiment:

The researcher conducted the pilot study on 1/10/2026 on a sample of (7) members of the administrative body of the Shahraban Sports Club. The sample was chosen randomly from outside the main research sample in order to apply the Visionary Leadership Scale and the Decision-Making Quality Scale in their initial form. The pilot study verify the clarity of the items of the two scales and the instructions for answering, and to ensure the suitability of the answer alternatives for the sample members, as well as to identify the difficulties that the researcher may face during the application, to determine the time required to answer the two scales, and to ensure the efficiency of the application and organizational procedures before starting the main application. The results of the pilot study showed that the items of the two scales were clear and understandable to the sample members, and no difficulties appeared during the application process. The time taken to answer the two scales ranged between (20–25) minutes, which confirmed the validity of the two scales and the procedures for their application, which encouraged the researcher to proceed with implementing the main experiment.

3-6 The scientific basis of the two scales:

There is a metric for imaginative leadership founded on meticulous standards utilised in scientific investigations. Scholares may collaborate after editing some paragraphs like the type of the current study and the research sample. The assistance was limited to replacing some words and phrases without changing the contents of the paragraphs or the constructs they

measure and to ensure the appropriateness of the two scales for the use in the present study. A female student is required to check their scientific bases. Ensuring that they are true, consistent and objective, including checking that they are fit for purpose and that the identity of the person preparing them has been verified.

3-6-1 The question's Credibility:

Stability is one of the important scientific foundations that must be available in measurement tools, as it expresses the extent of consistency of the tool's results, its accuracy, and its freedom from measurement errors, so that it gives the same or similar results when it is reapplied under the same conditions and circumstances" (Radwan, 2006, 99). In order to verify the reliability of the Visionary Leadership and Decision-Making Quality Scales, the researcher applied the two scales to the members of the exploratory sample of (7) members of the administrative body of the Shahraban Sports Club on 1/10/2026. Then they were reapplied after a suitable period of time, and the reliability coefficient between the two applications was extracted using the appropriate correlation coefficient. The results showed that the two scales have a degree of reliability that allows them to be used in the current study.

Experiment (2)
Experts' rate of occurrence on sincerity a store

0.00 Bilal	Goddess of world Civilization	Goddess of the world The crowd	Alice	Uni	Jubai to	More	T
Dal	3.84	5.00	0	5	5	Visionary leadership	1
Dal	3.84	5.00	0	5	5	Creating a doctrine	2

3-6-2 Objectivity:

This includes the stability of important scientific principles and their availability in measurement tools. It is not enough to consider the consistency, accuracy, and freedom from measurement errors in the results of the assistance." So that it gives itself or similar results when reapplied in emerging circumstances and conditions" (Radwan, 2006, p. 99). For the purpose of verifying the stability of visionary leadership, it must be active. I participated in a well-known group of people, widely known in terms of their number (7) members of the administrative body of the Shahraban Sports Club, on 1/10/2026, and then chose to apply them after the period period and the exchange model between the two applications using the relative relationship, as the results enjoy the two measures resistant to proof, allowing their use in the current study.

3-6-3 Objectivity:

Objectivity begins with the basic harvest of measurement tools, "as it indicates that the results of the evidence are not affected by the opinions or assessments of the two guides on the application." It has a high degree of agreement in interpreting the results (Bahi, 1999, 64), and

,since the two scales of visual perception have a dependency that differs clearly in the items the multiplicity of differences, and the subtle differences. In addition to their good stability This helps to address the topic in order to reduce the likelihood of differences in estimates between people.

(3) Models

Yakan stability ghal Honesty Cave Westania a store

Steria	apple	punishment	convoy	More	T
boss	0.96	0.953	0.91	Visionary leadership	1
boss	0.97	0.969	0.94	Creating a doctrine	2

2-7 The final application of the two questionnaires for the future vision involves adoption

After completing the procedures for preparing the scales and verifying their scientific properties through validity and reliability A joint group of members of the administrative group of sports clubs in Diyala Governorate has already been formed . This is during the 2026/1/23 differences from the researcher ensured that the two scales were , Until 27/3/2026 applied according to unified instructions. With a clear explanation of the correct approach to the paragraphs and confirmation that all responses are complete Then the data is extracted and statistically processed in order to achieve the research objectives.

2-8 statistical methods

The set of logical tools was used according to the nature and objectives of the research . This is done by using the Statistical Package for the Social SciencesSPSS

- **Presenting and discussing the results**
- **Presenting new research findings in visionary innovation**

Tale (4)

There is a gap between interpretive mediation and deviations related to sexual violence, and .a level of compatibility between the visions it adopts

Bilal level	Correlation coefficient (R)	Rubber deflection	B Ali	Number of individuals in the sample	More	T
Dal	0.78	8.36	105.42	66	Visionary leadership	1
		9.14	135.76	66	Creating a doctrine	2

3-Discussion of the results

The results (4) led to a significant correlation between the vision change and the existence of cooperation with members of the sports management unit in Diyala province, where the correlation agreement between the two variables was reached (0.78). This indicates the existence of differing opinions. This indicates that administrative leaders possessing a future vision designed to define directions and goals contributes to raising the level of quality and accuracy within clubs. visionary leadership The nature of this ratio is attributed to the fact that relies on clear future outcomes. Supervision and collaboration Encouraging members of the administrative body to share their opinions. This provides an administrative environment that helps in making more distinctive and effective decisions.

The more you have the ability to identify and have sufficient information about the organization and its requirements. I became more capable of analyzing emerging challenges and I reached this conclusion with , and the many advantages that achieve the club's goals .what I reached in the direction of Turkey (Abdullah and Al-Jarjari , 2022, 833) A significant relationship was identified between visions and variables. Because it possesses " a future vision this ", that contributes to its specialized services in the field of number-based contact services .result is consistent with what is shared by Mahmoud and Al-Tanbour, 2023, p. 102 There is a close relationship between social work and preferred and different behavioral interaction, as transparency in discrimination based on participation and interaction helps to develop " and the researcher emphasizes that the ", innovation and differentiation within organizations quality of work in managing sports activities does not depend solely on the speed of differentiation.

Those who desire the ability to lead in gathering and analyzing information Discussing alternatives, and supporting the requirements of the work and the available capabilities, makes the visionary drive a supporting factor for intelligent management control. This aligns with what has been shown in studies that emphasize the importance of accurate information ,Study (Mashout , 2023 such as ,availability and analysis in improving management accuracy Which showed that it works to improve the quality of information available to the " (1648 cooperative leader in cooperative work A sound organization relies on accurate data and objective analysis of alternatives. This aligns with the nature of foresight and prior planning. This finding also agrees with the results of the study "The Impact of Executive Perception and "its Contribution to Administrative Decision-Making: A Field Study of Banks/Erbil City activate which confirms that administrative perception among leaders enables them to ,(2023) the technique of taking precise decisions and promotes the selection of the most popular Of course, this can be seen as indicating that the level of . alternatives in practical reality visionary leadership among administrative members of the affiliated unions has a certain kind of love. Because the future leader will be more capable of directing administrative work. And facing the challenges In order to acquire the club.

4- conclusion

The importance of this research stems from the active role of administrative leadership in developing the work of institutions. It aims to differentiate between the proportions of visionary cooperation and convergence in the management of sports activities in Diyala The interactive user interface was adopted, reflecting the relative and relational . Governorate nature of the research. The research community was defined as members of the sports club management boards, as outlined below. There is a scale for visionary leadership that was



adopted after we started from scientific foundations , but the results did not lead to members with a good level of visionary leadership and innovative quality. In addition to the existence of a positive correlation between the two variables This indicates that Atlantic has pursued a future-oriented approach that contributes to achieving administrative and managerial accuracy After researching leadership, it was found that vision is one of the important factors in . developing the athletic performance of sports clubs by reaching the number Investment support They decided to face the identified challenges.

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Number (1)

Experienced experts who were hired

Center	And	the society	Jazal	T
College of Education / and Sports Sciences University of Diyala	Oregon	Nesel Qama Villa	Mr. Dr	1
,College of Education Physical Education / and Sports Sciences University of Baghdad	Sports Management	Protection of Wahaber	Mr. Dr	2
College of Basic Education/University of Diyala	Management and Organization	.Shahab Ahmed A Kab	.A.M.D	3
College of Education / and Sports Sciences Al-Mustansiriya University	Sports Management	Salam Hantoush Administrative	Mr. Dr	4
College of Education / and Sports Sciences University of Diyala	Management and Organization	Othman Mahmoud Shahada	.A.M.D	5

Chapter (2)

visionary leadership

Labri	Labari	Here's what	management	Abyan	Vision Scale Items	T
					The administrative body has a vision for the future of the sports club.	1
					The organization is keen to move forward continuously for the club's members.	2
					The administrative body's vision is based on realistic goals.	3

					The administrative body began to see flexibility in dealing with investment and challenges.	4
					The administrative body encourages administrative work.	5
					To achieve the future goal of the administrative body in developing the sports club.	6
					The administrative body is keen to develop ,administrative work including what is compatible with machines.	7
					The authority takes the decision-making process through consultation and participation.	8
					The administrative body encourages its members to submit proposals and development ideas.	9
					The organization uses effective communication channels with all club employees.	10
					The administrative body and the freedom of dialogue were able to change the opinions among its members.	11
					The administrative body relies on the competence of its members and their abilities to perform their duties.	12
					The organization provides its members with the necessary information for innovative ideas.	13
					The administrative body encourages its members to be creative and executive in administrative work.	14
					Helping members of the administrative body to overcome the difficulties they face in the work.	15

					The organization has access to available resources and members to give their best.	16
					Activating the administrative body to enable its members to carry out their executive tasks .	17
					The administrative body is focused on developing self-confidence among its members.	18
					The administrative body was able to work with a unified spirit.	19
					The administrative body, for its specific purpose, has an opportunity for development and success.	20
					The administrative body adheres to animal values in its duties and represents them.	21
					The administrative body is keen to achieve justice and fairness among the club members.	22
					The administrative camera provides accurate and transparent information when problems arise.	23
					The administrative body respects the opinions of its members, even in cases of differing viewpoints.	24
					The administrative body is working to establish a culture of collective cooperation.	25
					The administrative body adheres to the regulations and instructions in all its work.	26
					The administrative body urges its members to adhere to professional values.	27
					The sponsor of the organization is capable of understanding people when dealing with club members.	28

m (3)

.The quality scale explains how its initial formula was created

Alini	Agat	To some ,extent convincing	No rumors	No, not .trustworthy	paragraph	T
					One of the technical problems that can be addressed accurately before . any decision is made	1
					Gather the necessary information before .technological innovation	2
					Verify the accuracy of information before relying .on it for imitation	3
					One of the targets was clearly identified before the .execution	4
					All available alternatives before choosing the appropriate one	5
					I compare the criteria for .selecting objective choices	6
					I choose the original product that the club has .produced in the long run	7
					I consult with members of the administrative body .before choosing the task	8
					I benefit from the expertise of specialists when dealing with administrative .problems	9
					I make sure to stop .discussing difficult matters	10
					I adhere to the regulations and instructions when .adopting organizations	11
					Taking timely action without delay is not an .advanced measure	12
					Avoid rushing when making administrative .decisions	13
					I weigh the benefits and .risks before innovating	14
					I consider both human and material factors when .making my preferences	15

					I make the selection when choosing between alternatives	16
					I base my administrative decision-making on .planning	17
					Thinking about analyzing administrative problems	18
					Expected before the initiative is implemented	19
					I take full responsibility for .the decision you make	20
					I will follow up on the implementation of the .decision after it is adopted	21
					Search results for its application	22
					Reasons for motivation that occur during innovation stimulation	23
					I will take advantage of the upcoming result when .making new assumptions	24
					I will adjust it if .circumstances so require	25
					I welcome differing opinions that help to .encourage others	26
					Interested in starting with justice and transparency	27
					Ensuring the feasibility of implementing the approved prior encouragement	28
					I strive to align the fan club with its goals among .activists	29
					I deal flexibly with the company participating in .the initiative	30
					To help find solutions to administrative problems	31
					I use feedback to improve .the quality of future results	32
					I am keen to develop my innovation skills in a way that positively impacts the effectiveness of the club.	33

