



## The role of creative leadership in managing administrative talent in the National Gymnastics

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الكلمات المفتاحية : القيادة الإبداعية ، الموهبة الإدارية ، الاتحاد القومي للجهاز  
ملخص البحث :

### Abstract :

The study aimed to identify the role of creative leadership in managing administrative talents in the National Gymnastics Sports Federation. The research problem lies in answering the question (what is the role of creative leadership in managing talent administrators in the National Gymnastics Sports Federation) and the researchers used the descriptive approach using the survey method and correlational relationships to form a society The research included (120 ) workers in the National Gymnastics Federation, and the community was divided into the exploratory sample, which numbered (20) workers, and the preparation and application sample (100) workers. Scientific foundations were used in preparing the two scales (creative leadership and management of administrative talents) of validity and reliability, and the data was processed using Statistical Bag for Social Sciences. The researchers concluded that creative leadership works by encouraging and motivating members and providing them with material and moral support, and that the value of administrative talent increases, as the values of creative leadership increase. The researchers recommended that national sports federations should pay attention to holding scientific seminars and discussion groups among members, as this will result in the

generation of new innovative ideas. As a result of the diversity of cultures, experiences and knowledge they possess, this in turn contributes to the creation of new working methods, tools and technologies.

Keywords: Creative leadership, managerial talent, National Gymnastics Federation

## دور القيادة الإبداعية في إدارة الموهبة الإدارية في الاتحاد القومي للجذباز

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ملخص البحث باللغة العربية

هدفت الدراسة إلى التعرف على دور القيادة الإبداعية في إدارة المواهب الإدارية في الاتحاد الوطني للجذباز الرياضي، وتكمن مشكلة البحث في الإجابة عن التساؤل (ما دور القيادة الإبداعية في إدارة مدراء المواهب في الاتحاد الوطني للجذباز الرياضي) واستخدم الباحثان المنهج الوصفي باستخدام أسلوب المسح والعلاقات الارتباطية لتكوين مجتمع البحث، وشمل البحث (١٢٠) عاملاً في الاتحاد الوطني للجذباز، وتم تقسيم المجتمع إلى العينة الاستطلاعية والتي بلغ عددها (٢٠) عاملاً، وعينة الإعداد والتطبيق (١٠٠) عاملاً، وتم استخدام الأسس العلمية في إعداد مقياسي (القيادة الإبداعية وإدارة المواهب الإدارية) من الصدق والثبات، وتمت معالجة البيانات باستخدام الحقيبة الإحصائية للعلوم الاجتماعية، وتوصل الباحثان إلى أن القيادة الإبداعية تعمل على تشجيع وتحفيز الأعضاء وتقديم الدعم المادي والمعنوي لهم، وأن قيمة الموهبة الإدارية تزداد كلما زادت قيم القيادة الإبداعية. وأوصى الباحثون بضرورة اهتمام الاتحادات الرياضية الوطنية بعقد الندوات العلمية وحلقات النقاش بين أعضائها، لأن ذلك من شأنه أن يؤدي إلى توليد



أفكار جديدة ومبتكرة، ونتيجة لتنوع الثقافات والخبرات والمعارف التي تمتلكها، فإن ذلك يساهم بدوره في خلق أساليب وأدوات وتقنيات عمل جديدة.

## 1- Definition of the research

### 1-1 Introduction and the importance of the research

Given the growth of organizations, their large size, the complexity and complexity of their work, and the diversity and complexity of their internal relationships and their influence, leadership is essential to a wide range of activities in public and private organizations. The external environment, including political, economic and social influences, are tasks that require continuous research and continued change and development, which can only be achieved through effective creative leadership. Creative leadership is a leadership style based on the concept of collaborative work, and those who use creative leadership tend to do so by creating conditions that enhance creativity and innovation. Focusing on talent has become a necessity for all organizations to achieve their goals and achieve peak performance, as it is considered one of the important topics of human resources management. Talent management is not just a topic for human resources, but can extend to the basic rules of any department in the organization, including technology. At present, talent is an important tool for organizations to perform their functions and carry out activities to achieve their creative goals, and we can also call this era the era of talent. The importance of the current study lies in the importance of managing administrative talents and the necessity for the Iraqi Central Gymnastics Federation to possess talented human resources with high capabilities and superior skills in managing the federation and attracting, retaining and raising the level of scientists to achieve the highest level of sports achievement that we aspire to.

### 1-2 The Problem

Creative leadership has now become a strategic requirement because it is the basis of creativity and innovation. Through its belief in the importance of creativity, it strives to



cultivate it in individuals, encourage it, and create the appropriate atmosphere for creativity. To achieve better management of human resources in the National Sports Federation, it requires investing in the talents present in it and benefiting from them. Talent is a high-value human capital through which the best achievements and excellence in work can be achieved. Also through a survey of the opinion of a group of union members about the importance of managing administrative talents and its role in achieving the union's distinguished performance and the importance of the creative leadership available in achieving talent management.

The research problem came through answering the following question (What is the role of creative leadership in managing administrative talents in the Iraqi Central Gymnastics Federation from the point of view of scholars)

## 1-2 Research objectives

- 1- Identifying the Relationship between Creative leadership and administrative talent management in the National Gymnastics Federation through:
  - 1- Determine the style and Dimensions of Transformational leadership in the Union (Culture - Selection and Appointment - Training - Communication)
  - 2- Identifying the Factors Influencing the Elements of Talent Management in the Federation (Attracting Talent - Managing its Performance - Developing - Retaining)

## 1-3 Research areas

**1-4-1 Human field:** Workers in the Iraqi Central Gymnastics Federation

**1-4-2 Time frame:** for the period from 15/3 Until 4/5/2024

**1-4-3 Spatial scope:** Headquarters of the Iraqi Central Gymnastics Federation

## 2. Research methodology and field procedures

**2-1 Research methodology:** Researchers used the descriptive method using the survey method

## 2-2 Research community and its samples:

The research community consists of (120) workers in the Iraqi Central Gymnastics Federation. The community was divided into a survey sample of (20) workers and a



preparation and application sample of (100) workers. The sample was selected by the deliberate comprehensive enumeration method.

### **2-3 Tools, devices, and means of collecting information and data used in the research:**

Arab and foreign sources. The International Electronic Information Network (Internet). Success measurement questionnaire (creative leadership). Questionnaire to measure paragraphs (administrative talent management). Data entry form. A laptop computer type ((HP. A hand calculator type (KASIIQ).

### **2-4 Field research procedures:**

#### **2-4-1 Procedures for preparing the Creative Leadership and Administrative Talent Management scales:**

"This is a basic set of steps that can be followed when creating a test or scale, and how to link the scale units to measure the general aspect of the skill, trait, characteristic, or ability that the scale takes into account." One of the important methods used in the research is based on measuring psychometric properties because it requires the researcher to follow methodological steps by obtaining information and data that help researchers solve existing problems and evaluate them.

#### **2-4-2 Defining the scope of the Creative Leadership and Executive Talent Management scale:**

In order to define the scope of the scale, the researchers studied and reviewed the literature, sources, scientific references, and previous studies related to sports management science, especially the topic of creative leadership and administrative talent management in this field, and by proposing a questionnaire to survey the opinions of (17) experts in the field to identify the most important axes or important areas that contributed to building both scales and the reference framework for the scale (4) axes for creative leadership. (4) The axes and content of the talent management curriculum were proposed and presented to experts to determine the most important areas that belong to this scale, and all the axes of these two standards were approved. By experts



### **2-4-3 Preparing paragraphs of the creative leadership and administrative talent management scale:**

As (24) paragraphs were prepared for creative leadership and (20) paragraphs for the administrative talent scale, they were presented to the experts and specialists. The researchers collected the data, unpacked it and processed it statistically through the (percentage) test and the (Ka2) law to identify the valid phrases from others for the scale. The results showed the validity of all phrases to represent the fields to which they belong in the scale.

### **2-4-4 Correcting paragraphs of the creative leadership and administrative talent management scale:**

The revised scale refers to obtaining the total score for the individual, which is calculated by adding the scores obtained by the respondent on the evaluation scale. In addition, the validity of the five-point evaluation scale was verified because the five-point Likert model is used and the weights are calculated from the positive direction (5), according to the alternative. When a pre-determined weight is assigned to each paragraph, the weights of all data are combined, and the result is a score representing the degree to which the characteristic is measured and the extent to which the feature is implemented.

**2-4-5 Exploratory experiment:** "It is an experiment that is conducted on a sample of the research community but is excluded from the main experiment"() The researchers conducted the exploratory experiment with the support team on a sample of (20) workers conducted on (3/15/2024)

### **2-4-6 Scientific foundations of the creative leadership and talent management scale (preparation experiment):**

The construction experiment was conducted on a sample of (100) workers to verify:

The validity of the scale:

First: Content validity:





This validity is verified by proposing scale items, answer options and correction points to a group of experts, so that the items approved by the experts are accepted and the invalid items are accepted. They were deleted.

Second: The validity of the hypothesis:

Construct validity is one of the types of validity that best represents the concept of validity and is sometimes called conceptual validity or assumed construct validity "and means the ability of the scale to measure a hypothesized construct or psychological concept or a specific characteristic" (.), "This type of effectiveness is achieved through:

1- The two-group method (the ability to discriminate):

The strength of a good scale depends on the adequacy of its components in their ability to discriminate between different groups of phenomena. Discriminatory validity is achieved by retaining the items in the scale that statistical analysis has proven to have discriminatory ability. In view of this, the researchers arranged the total scores in descending order and then took the highest and lowest scores for each account at 27% of the total, so the highest group represents 27% of the highest scores for the items obtained. The low scores for the items obtained from the people constituted 27% of the low scores for the items obtained from the people, as the size of each group was (27) factors. The (arithmetic mean) and (standard deviation) for the scores were calculated The two groups in each area of the scale, then independent samples (t-test) were applied to determine the statistical significance of the difference between the two groups. The statistical results for the upper and lower groups at the significance level (0.05) showed that all statements of two sizes are acceptable.

2- Internal consistency method:

A. Correlation coefficient between this item and the total score of the sub-scale to which it belongs:

By understanding the extent of the development of each paragraph of the scale in the direction that benefits the scale and ensuring the consistency of each paragraph of the scale in measuring the phenomenon, Pearson's correlation coefficient is used between the scores



of each paragraph and its scores. The score of each item. By adding the scores of all sample members, numbering (100), it becomes clear that all paragraphs are statistically significant. B - The relationship between the domain scores and the total scale score: The higher the value of the correlation coefficient between the domain score of the test or scale and its total score, the greater the evidence that the test or measurement as a whole has internal consistency, because the total score test is the criterion used to verify its validity ((because the Pearson correlation coefficient is used to extract the correlation coefficient between the scores of each domain) the total score of the scale, where the values of all domains appear significant

Second - Scale stability:

1- Split-half method:

To calculate the stability coefficients in this way, the items are divided into odd and even pairs, and the Pearson correlation coefficient is extracted between the two halves. To calculate the stability in this way, the data is formed in the scale preparation (100). The two scales were used in succession, and the stability coefficient was extracted between the total scores of the two parts (24 items) creativity and (20 items) administrative talent management using the Pearson correlation coefficient for the total scores of the two parts. The test ranges between (0.849) for the creative leadership scale and (0.892) for the talent management scale, but these values represent coefficients for the two halves of the subtest. Using the Spearman-Brown equation to correct the stability coefficient, the overall stability of the test was obtained, and after correction, the stability coefficient for the creative leadership scale ranges between (0.954) and (0.986). Talent management scale.

2- Cronbach's Alpha Equation:

The researcher used the (Cronbach's Alpha) equation to calculate the stability of the test answer pairs, with a total of (100) questionnaires, and after extracting the stability coefficient, the value of the creative leadership scale reached (0.848), while its value and the creative leadership scale reached (0.825). For talent management, this is a reliability coefficient that can be used to estimate the reliability of the test.





1-5 Final application of the creative leadership and administrative talent management scale (application sample):

After the procedures for preparing the two scales in their final form were completed through the statistical analysis processes that were conducted by the researcher, the researchers applied the two scales to the application sample numbering (100) for the period from 3/20 to 4/5/2024

6 Statistical methods:

The researcher used the Statistical Package for Social Sciences (Spss) to extract the statistical coefficients.

### 3. Presentation and discussion of the results

Table (1) shows the identification of the measures of creative leadership and administrative talent management.

	Variable	Arithmetic mean	Standard Deviation	Hypothetical mean	T- value	Freedom degree	P-value	Sig.
1	Creative leadership	105.256	4.122	72	1.49	99	0.000	Moral
2	Administrative talent	80.109	6.288	60	8.320	99	0.000	Moral

#### 3-1 Displaying the results of the two scales

By reviewing Table (1), it becomes clear to us that the arithmetic mean of the creative leadership scale (105.256) is higher than the hypothetical mean of (72), which indicates the significance of the scale from the sample's point of view. As for the talent management scale, the arithmetic mean (109.80) is higher than the hypothetical mean, which indicates the significance of the scale from the sample's point of view.

#### 3-2 Discussion of the results

By reviewing Table (2), we note the significance of the variables studied through the values of the arithmetic means, the value of which is higher than the hypothetical means, as creative leadership is defined as the leader's ability to use the types of authority, power or skill that enable him to influence his subordinates and gain their trust to achieve the specified goals.



The researcher believes that creative leadership is what works and is practiced continuously to motivate workers, discover their talents, and develop and distinguish the work of the Iraqi Central Gymnastics Federation.

Talent in individuals appears or develops according to the social, economic and cultural conditions in which the individual lives. These conditions together generate a reaction in individuals through which the type of talents they possess can be discovered and determined and how to exploit them. Here comes the role of the smart creative leader in how to invest the energies of his individuals and achieve distinction from other sports institutions and thus achieve distinction in their work. Talent management is a process of developing, unifying and integrating all human capital management practices that are adopted within institutions in order to better ensure the attraction (and attraction) of human elements that possess distinguished abilities, skills and knowledge to work within the institution and then employ the capabilities of these elements, in an effort to maintain them, with the aim of raising the efficiency of performance within the institution and influencing others through them

### 3-3 Presentation of the results of the relationship and the percentage of contribution between the variables

Table (2) shows the correlations between the variables.

Statistics Variables	Correlation coefficient R	Contribution ratio R <sup>2</sup>	Significance level	Statistical significance
Creative leadership X administrative talent	0.680	0.462	0.000	Sig.

By observing Table (3), there is a correlation between creative leadership and administrative talent management, where the correlation coefficient was (0.680), which is a high correlation coefficient, and the contribution rate was (46%), which indicates that creative leadership contributes this percentage to administrative talent management, and that there are other factors that contribute to talent management.



### 3-4 Discussion of the results

Many scholars and academics agreed that talent management can contribute to ensuring the growth of talent within the organization instead of acquiring it from outside through developing performance and ensuring the appropriate use of workers and human resources in a way that helps support the process of distinguished performance within the organization. The researchers believe that talent management is a package of interconnected processes, and thus represents an integration of human resources practices with the goals of attracting the right individuals to the appropriate national sports federation at the right time and then retaining them, and the new role of talent management is to develop talent to become a strategic priority and part of the work in the Iraqi Central

### Gymnastics 4. Conclusions and Recommendations

#### 4-1 Conclusions

- 1- Creative leadership works to reveal weaknesses and shortcomings in the work environment
- 2- Creative leadership works to develop and improve the communication and listening skills of employees
- 3- Creative leadership works to encourage and motivate members and provide them with material and moral support
- 4- The value of administrative talents increases, the more the values of creative leadership increase
- 5- Administrative talents have a prominent role in the success and development of sports institutions and a source of progress and excellence

#### 4-2 Recommendations

- 1- Emphasizing the establishment of development courses for creative leadership and talent management for members of federations
- 2- Focusing on talent management and its positive impact on the administrative process in sports federations



3- On national sports federations To be interested in holding scientific seminars and discussion groups among members, as this results in generating new innovative ideas as a result of the diversity of cultures, experiences and knowledge they possess, which in turn contributes to creating new working methods, tools and techniques.

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### Final paragraphs of the creative leadership scale

	Paragraphs	Applies to extent				
		Very great extent	Great extent	Moderate extent	Small extent	Very small extent
1	Creative leadership is concerned with the behaviors and feelings of others in all different situations.					
2	Creative leadership uses the methods of innovative models in performing business.					
3	Creative leadership is based on encouraging and motivating members and providing them with material and moral support.					
4	Creative leadership uncovers weaknesses and shortcomings in the work environment before a crisis occurs.					
5	Creative leadership creates more than one solution to the problem so that the solutions are flexible and changeable.					
6	Creative leadership develops and improves communication and listening skills of members.					
7	Creative leadership has the knowledge to control and manage the causes of the problem.					
8	Creative leadership has the ability to face more than one problem and find appropriate solutions for them.					
9	Leadership anticipates business problems before they happen.					



10	The management plans to deal with any problem that may occur at work.					
11	Have the ability to generate new ideas that serve the work of the Union					
12	He offers diverse solutions that are characterized by broad horizons.					
13	He respects the ideas and suggestions put forward by employees, even if they are far from reality.					
14	He encourages the ideas of his employees, even if they are strange.					
15	Directs relationships to serve the organization's work.					
16	He carries out the tasks assigned to him in a renewed manner.					
17	He is skilled in debate and dialogue and has the argument and ability to convince those working with him.					
18	Takes the initiative to bring in experts and specialists for the purpose of developing talents.					
19	He can present more than one idea in a short period of time.					
20	He tries to keep his cool during stressful times at work.					
21	He cares about the personal problems of the union members and tries to solve them.					
22	Shows concern for the happiness of the union members					
23	Members of the Federation's administrative body shall be treated equally.					





24	Takes time to discuss concerns with members of the Federation's Board of Directors.					
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### Administrative Talent Management Scale in its final form

	Paragraphs	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The National Sports Federation management considers the effectiveness of the workforce of employees as an important issue in improving their performance level.					
2	There is a clear strategy by the National Sports Federation management to attract talents.					
3	Providing a supportive work environment for the performance of talented scientists in the National Sports Federation					
4	The National Sports Federation uses effective communication methods that serve the work of the talented.					
5	The National Sports Federation has a broad knowledge of the roles and tasks that help it distinguish its performance compared to other federations.					
6	The Sports Federation administration adopts a policy of trust between talents and those with creative experiences and skills.					
7	The Federation works to develop factors that attract and retain talented scientists.					
8	Employees exchange information and knowledge with each other in					



	their own way to achieve the success of the union.					
9	The National Sports Federation has a workforce management strategy that is clearly linked to the strategy of the Ministry of Youth and Sports and the Olympic Committee.					
10	The National Gymnastics Federation can accurately determine its human resource needs.					
11	The National Sports Federation determines the methods for selecting the best talented workers.					
12	The National Sports Federation has an organizational structure that helps create a work environment that encourages the dissemination and exchange of knowledge.					
13	The National Sports Federation has a development and training program to acquire the skills and knowledge required now and in the future.					
14	The National Sports Federation seeks to build good relations between the world's talented people and the administration.					
15	The National Sports Federation has an administrative performance linked to the Olympic Committee and the Ministry of Youth and Sports.					
16	The work environment at the Union is conducive to attracting talent.					
17	The National Sports Federation's connection with the world					



	improves their performance					
18	The National Sports Federation has successful development programs for management, leadership and talent care.					
19	Strengthening and enhancing the administrative capabilities of the talented and expanding the scope of responsibility					
20	The work environment at the National Sports Federation is open and transparent.					

**Appendix No. ( ١ ) Names of the specialists who were presented with the questionnaire on the two scales**

the university	Specialization	Academic title	the name	T
/ College of Physical Education and Sports Sciences University of Mosul	Sports management	Mr. Dr	Walid Khaled Hamam	١
/ College of Physical Education and Sports Sciences University of Basra	Sports management	Mr. Dr	Qusay Fawzi Khalaf	٢
/ College of Physical Education and Sports Sciences University of Basra	Sports management	Mr. Dr	Abdul Halim Jabr Nazzal	٣
/ College of Physical Education and Sports Sciences University of Mosul	Sports management	Mr. Dr	Adi Ghanem Al-Kawaz	٤
/ College of Physical Education and Sports Sciences University of Diyala	Sports management	Mr. Dr	Mohammed Fadel Musleh	٥
/ Department of Physical Education and Sports Sciences College of Basic Education / Al-Mustansiriya University	Sports Management	Mr. Dr	Hello Hantoush Rashid	٦
/ College of Physical Education and Sports Sciences University of Diyala	Sports management	Mr. Dr	Osman Mahmoud Shahada	٧
College of Physical Education and Sports Sciences / Al-Muthanna University	Sports management	Mr. Dr	Imad Aziz Nashmi	٨
/ College of Physical Education and Sports Sciences University of Al-Qadisiyah	Sports management	Mr. Dr	Sajit Majeed Jafar	٩



/ College of Physical Education and Sports Sciences University of Al-Qadisiyah	Sports management	A.M.D	Haider Mohammed Muslih	١٠
/ College of Physical Education and Sports Sciences University of Al-Qadisiyah	Sports management	A.M.D	Nabil Hussein	١١
/ College of Physical Education and Sports Sciences University of Diyala	Sports management	Mr. Dr	Adi Rahman Kareem	١٢
/ College of Physical Education and Sports Sciences University of Baghdad	Sports management	A.M.D	Thamer Hamad Raja	١٣
/ College of Physical Education and Sports Sciences University of Kufa	Sports management	A.M.D	Manaf Abdul Aziz	١٤
/ College of Physical Education and Sports Sciences University of Kufa	Sports management	A.M.D	Ali Mohammed Jawad	١٥
/ College of Physical Education and Sports Sciences University of Thi Qar	Sports management	A.M.D	Jassim Saad Jassim	١٦
College of Physical Education and Sports Sciences / Al- Mustansiriya University	Sports management	A.M.D	Haider Hassan Al- Asadi	١٧