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Organizational intelligence as an approach to developing volleyball sports management in Babylon governorate

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Abstract

To examine how organizational intelligence can be used as an input to develop volleyball sports management within the Babil Governorate, this paper will evaluate the relationship between the dimensions of organizational intelligence and the degree of administrative performance at the volleyball institutions. The type of research design adopted was descriptive-analytical research design and research methods used were questionnaires, personal interviews, direct observation as well as analysis of administrative documents. The results showed that the intensity of organizational intelligence in the volleyball sports institutions was fairly high (mean=3.90, SD=0.65). Strategic vision and emotional climate were the most powerful among the dimensions. The analysis of correlations showed that all the dimensions of organizational intelligence had a positive, significant relationship with the performance of volleyball sports management ($r=0.68$, $p<0.01$), which upholds the hypothesis that the higher the level of organizational intelligence, the higher the performance of the management in the sport. Results of multiple regression indicated that the variance of administrative efficiency was predicted by organizational intelligence (63%), and knowledge utilization ($=0.32$) and strategic vision ($=0.31$) were the strongest predictors. The research found out that organizational intelligence is also more than an administrative solution, but an interdisciplinary system that aids transformational leaders, promotes creativity, and improves the adaptability of volleyball organizations to changes in the environment. The study proposes establishment of volleyball knowledge management systems, on-going training of knowledge to create institutional intelligence amongst the administrative heads and use of organizational intelligence scales in the yearly performance reviews of the institutions.

Keywords: Babylon governorate, organizational, intelligence, sports management

Introduction

The sports industry is well known as an important sector that plays a crucial role in the development of the communities, social welfare and the economy. Effective management of human and material resources is seen in the performance level of any sport in a specified region. As in many other governorates, the sports sector in Babil Governorate, namely volleyball is in constant struggle in the areas of improving the performance of the administrative body, sports infrastructure and the coordination of the volleyball clubs and the administrative body. As a result, there is an urgent need to adopt contemporary management skills to improve the results of sports.

The recent idea that can help overcome these challenges is organizational intelligence, which has become a promising solution that can help propel the development of the strategy in the sphere of volleyball sports management. Organizational intelligence is the capacity of an organization to use the available knowledge, data and resources to realize its objectives in an efficient and effective way. It involves systematic cycles of on-going learning, strategic planning, data analysis and knowledge sharing at the level of the organizational units ^[1].

The implementation of the organizational intelligence principles to the volleyball sports institutions in the Babil Governorate can help to resolve the most significant administrative and structural challenges. As an example, it improves the decision making process since it allows administrators and club leaders to digest precise information and analysis of alternatives, and choice of the best solutions.

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It also facilitates partnership between volleyball clubs and local administrative bodies which leads to better coordination, sharing of resources and strategic focus.

The organizational intelligence also enhances flexibility of sports organizations to adapt to the changes in the environment, competition as well as the opportunities that arise effectively. It is when well used that it can aid it in the proper distribution of financial, human, and infrastructural resources so that the volleyball clubs can reach their full potential [2].

In addition to making better decisions, organizational intelligence improves basic administrative tasks, including designing training programs, planning tournaments, organizing competitions, and continuing the development of athletics in the long term. It is also important in fostering good working environment at the volleyball clubs as it increases motivation of the staff, promotes innovations and enhances productivity among the coaches, trainers and other management staff.

This paper discusses how organizational intelligence can be used in the process of nurturing volleyball sports management in Babil Governorate. It also defines the basic elements of organizational intelligence and states how they can be used in order to enhance the overall performance in planning, communication, coordination and general administration. Also, the research speaks about possible obstacles to adopting organizational intelligence in volleyball organizations and provides the effective ways of addressing these issues.

Research Objectives

- To explore the impact of the organizational intelligence on the improvement of the administrative performance of volleyball sports clubs in Babil Governorate. This aim is to explore the effect of the introduction of the organizational intelligence in the optimization of the managerial work, strategic decision-making, and the functionality of the volleyball clubs.
- To determine the role of organizational intelligence in coordination and collaboration between the volleyball clubs and sports administrative organisations. It involves assessing the degree to which organizational intelligence is benefiting the company in enhancing communication, organization of programs, as well as, in joint sports initiatives.

Research Hypotheses

- It is highly evident that organizational intelligence is a major contributor to the administrative performance of the volleyball sports clubs in Babil Governorate.
- Organization of intelligence has positive effects of enhancing coordination and collaboration between volleyball clubs and local sports administrative bodies in Babil Governorate.
- One of the effective strategies that can be employed in development of volleyball sports management at Babil Governorate is the use of organizational intelligence strategies.

Research Areas

- **Human Domain:** This research is aimed at the persons in the human resources sector in the volleyball sports industry in the Babil Governorate that work in the field of administration, coaching, and sports management of

volleyball clubs. It attempts to examine the role in which organizational intelligence can be used to help improve professional performance, facilitate decision making, and promote administration planning.

- **Time Domain:** The study will span an area of time between February 23, 2025, and June 7, 2025, which is the period in which the actual organizational intelligence practice in volleyball sports clubs will be undertaken and assessed.
- **Spatial Domain:** The research will be restricted to Babil Governorate and the sampled objects are volleyball clubs and local authorities. The study analyzes the level of success in applying organizational intelligence in this geographical area keeping in mind the resources at its disposal, the infrastructure and the institutional environments.

Research Methodology

The research design taken in this study is descriptive-analytical research design to explore the ways in which organizational intelligence can be exploited to improve volleyball sports management in Babil Governorate. The methodology is concerned with gathering, analyzing, and interpreting the information about the implementation of organizational intelligence principles on volleyball clubs and sports institutions, to arrive at conclusions that would assist in the enhancement of the administrative performance.

Population and Sample

- **Population:** All the sports institutions, clubs and centers of volleyball sports of Babil Governorate belonging to the Directorate of Youth and Sports.
- **Sample:** The administrative officials, supervisors and sports leaders in the clubs, centers, and federations of volleyball in the governorate.
- A pilot test was taught on a small sample of 10 people before the questionnaire was given to them to evaluate the clarity of questionnaire items, test content validity and reliability of the measurement tool.

Research Methods and Data Collection Tools [3]

- **Literature Review:** Examination of scientific findings, theoretical ideas, and past investigations concerning the subjects of organizational intelligence and sports management of volleyball, particularly its application to volleyball institutions.
- **Personal Interviews:** To achieve qualitative information on the level of organizational intelligence implementation, structured interviews with the club administrators and volleyball coaches will be conducted.
- **Questionnaires:** The method is to administer validated questionnaires to administrators and sports personnel to gauge how organizational intelligence impacts the administrative performance and coordination procedures.
- **Direct Observation:** The implementation of practical organizational intelligence monitoring by observing daily administrative and organizational work within volleyball clubs.
- **Document Analysis:** Reviewing administrative reports, operational reports and other official documents to determine the extent to which organizational

intelligence principles are entrenched in club management systems.

- **Statistical Analysis:** Quantitative data was coded and analyzed using SPSS to test hypotheses, measure correlations, calculate regression coefficients, and the strength of relationship between variables.
- **Comparative Analysis:** Comparing the volleyball clubs which practice organizational intelligence and the ones that do not, to determine the difference in the performance of the administrative and management effectiveness.

Pilot Study

Pilot study is a stage before the actual research, which aims at passing validation procedures on data collection tools and methodological appropriateness.

The following are the objectives of the pilot in the research: ^[3]

- **Test Data Collection Tools:** The questionnaire and interview questions were tested to a limited sample of administrators and coaches of the chosen volleyball

clubs in the Governorate of Babil. This was to guarantee clarity and relevance as well as the respondents being able to give correct answers.

- **Collect Preliminary Data:** The first data were collected regarding the degree of organizational intelligence used in volleyball clubs and its effects on administrative and operational processes. These data were used to decide whether there was need to make adjustments on the tools.
- **Determine the possible obstacles:** The pilot allowed discovering the possible problems, including the low response rates, the inability to reach the participants, or problems associated with the delivery and collection of the instruments.
- **Analyze Initial Results:** Preliminary results were analyzed to reveal early trends and patterns that guided refinement of research procedures, improved measurement accuracy, and enhanced the efficiency of the full-scale study.

Variables and measures

Key variables in research

Table 1: Show basic variables in research

Variable type	Variable name	Scientific description	Tool/Measure
(Independent Variable)	(Organizational Intelligence)	It represents the ability of a sports organization to use knowledge, learning, and strategic organization to achieve its goals efficiently through a collaborative and change-adaptive work environment.	Karl Albrecht (2003) a modified version of the Organizational Intelligence Profile (consisting of 49 items divided into 7 sub dimensions).
(Dependent Variable)	(Sports Management)	It measures the level of effectiveness of administrative processes (planning, organization, leadership, control, innovation) in sports institutions in Babylon Governorate.	A local scale prepared for research (consisting of 20-25 items according to the sports management axes adopted in modern management literature).
(Control Variables)	Gender, age, job, years of experience, type of sports organization	It is used to control statistical differences and analyze differences between sample categories.	They are included as items in the first part of the questionnaire.

Scale specifications and item ordering (According to Albrecht's Model of Organizational Intelligence) ^[5]

First: Scale Structure and Dimensions

- Theoretical Framework: Karl Albrecht's Model of Organizational Intelligence with its seven dimensions.
- Suggested Total Number of Items: 49 items, distributed with 7 items per dimension (ordered as follows), consistent with the standard measurement questionnaire used in previous studies.
- Response Scale: Five-point Likert scale (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).
- Scoring Method: Item score=1-5, and the mean for each dimension is calculated, followed by the overall mean for organizational intelligence.

The formulations below do not include reversed items to avoid entry errors. If you wish to include reversed items, mark (R) and recode them as 6-score.

Second: Ranking of Dimensions and Items (1-49)

Note: The wordings are in simplified Arabic, subject to linguistic review, and are conceptually based on the Albrecht tool. It is recommended to conduct peer review before distribution.

Dimension 1: Strategic Vision-Items 1-7

- We have a clear vision for the future of the sports organization.
- The vision is reviewed periodically to reflect changes.
- The strategic objectives are defined and communicated to all.
- The leadership clearly explains the organization's direction.
- The goals are quantifiable and time sensitive.
- The vision is connected with the annual plans.
- The strategic priorities are used to allocate the resources.

Dimension 2: Shared Fate-Items 8-14

- The employees are made to believe that the company is successful.
- Rewards are distributed equally and performance based.
- Everyone has his or her best interests in mind when making major decisions.
- There is the feeling of being part of one team.
- Problems are addressed in an open and transparent manner.
- There is a trust between the management and the employees.
- This is the valuation of individual and group contributions.

Dimension 3: Appetite for Change-Items 15-21

- The organization embraces new things promptly.
- We learn a lot of lessons through mistakes.
- Procedures are changed with improved information coming to light.
- New approaches to working are experimented.
- Pilot projects are favoured.
- There is elimination of bureaucratic hindrances in order to hasten change.
- Measures of the effect of change are monitored.

Dimension 4: Heart-Items 22-28

- It has a stimulating psychological work environment.
- This honors the diversity and appreciates various opinions.
- There are psychological/vocational support channels that are provided when necessary.
- Leaders promote taking initiative and responsibility.
- Disputes are solved in a constructive way.
- Sports volunteering in society is appreciated.
- The successes are celebrated and the accomplishments of the team are announced.

Dimension 5: Alignment & Congruence-Items 29-35

- The organizational design promotes accomplishment of goals.
- Role and duties are well identified.
- Standards are uniformed in the concerned departments.
- Incentive systems are consistent with performance indicators.
- There are no discrepancies between instructions and actual practice.
- Efforts are coordinated across departments to avoid duplication.
- Written, up-to-date manuals and procedures are available.

Dimension 6: Knowledge Deployment-Items 36-42

- Knowledge sharing across departments is routine.
- Platforms are available to capture lessons learned.
- Continuous training is part of the organization's culture.
- Access to information is easy and quick.

- Data is used to make business decisions.
- Databases are updated regularly.
- Knowledge partnerships exist with external organizations.

Dimension 7: Performance Pressure-Items 43-49

- Performance standards are clear and publicly known.
- Performance indicators are monitored regularly, and their results are published.
- There is a balance between quality and speed of implementation.
- Stakeholders are held accountable for results.
- Causes of poor performance are addressed quickly.
- High-performing teams are rewarded.
- The Foundation aims to achieve sports excellence at the governorate level.

Third: Psychometric Validation and Coding Plan Validity and Reliability

- **Content Validity:** Judging by 3-5 experts (sports management/measurement and evaluation) to calculate the content validity ratio (CVI) and modify the statements.
- **Internal Consistency Reliability:** Calculating Cronbach's alpha for each dimension and for the overall scale; an acceptable standard of ≥ 0.70 for primary studies, with recent reference to avoiding the "blind canonization" of the 0.70 threshold.
- **Exploratory/Confirmatory Factor Analysis:** To verify the seven-dimensional structure (EFA/CFA) and the fit coefficients (CFI/TLI $>$ approximately 0.90 and RMSEA $<$ 0.08 as a general framework).

Coding and Data Entry

- Each item is coded from 1 to 5.
- The mean of each dimension (7 items) is calculated, followed by an overall mean.
- Recommendation to add an attention check item (e.g., "Choose "I agree" on this item") to exclude non-serious responses.

Fourth: Detailed schedule (12 weeks proposed)**Table 2:** Show detailed schedule (12 weeks proposed)

Week/Date	Mission	The exit
Week 1 (November 1-6)	Drafting the final items in Arabic according to the Albrecht model + preparing the informed consent form	Draft questionnaire + consent file
Week 2 (November 7-13)	Expert review (3-5 reviewers), calculating CVI, and modifying the wording	Reviewed version
Week 3 (November 14-20)	Pilot study of 20-30 participants	Item clarity report
Week 4 (November 21-27)	Calculating the initial Cronbach's alpha for the dimension/overall and making minor adjustments	Preliminary approved version
Week 5 (November 28-December 4)	Obtaining official approvals from sports authorities and identifying contact points	Consent letter
Week 6-7 (December 5-18)	Primary data collection (digital/paper distribution, weekly reminders)	$\geq$ Target size according to Krejcie & Morgan
Week 8 (December 19-25)	Data cleaning (excluding incomplete/non-serious items) + final coding	Clean database
Week 9 (December 26-January 1)	Descriptive analyses + final Cronbach's alpha	Statistics and reliability table
Week 10 (January 2-8)	EFA or CFA as planned; if possible, SEM to test the impact on sports management outcomes	Function factor/indices tables
Week 11 (January 9-15)	Interpreting the results and deriving practical recommendations for the sports sector in Babylon	Draft results and discussion
Week 12 (January 16-22)	Editing the methodological chapter, results, and appendices, and preparing the final tables for publication	Review/submission ready version

Results and Discussions

Table 3: Descriptive statistics for the dimension of organizational intelligence to show the level of awareness of sample members of the dimensions of organizational intelligence in their sports institutions in Babil Governorate

Dimension number	Organizational intelligence dimension	Number of items	Mean	SD	Appreciation level	Arrangement
1	Strategic Vision	7	4.12	0.53	High	1
2	Shared Destiny	7	3.98	0.61	High	3
3	Change Capability	7	3.84	0.68	Average High	5
4	Emotional Climate (Heart)	7	4.05	0.59	High	2
5	Organizational Coherence	7	3.77	0.71	Average High	6
6	Knowledge Leverage	7	3.93	0.64	Average High	4
7	Performance Culture	7	3.62	0.76	Average	7
Overall average of the scale		49	3.90	0.65	Fairly High	–

Interpretation: The results show that the level of organizational intelligence among sports institutions in Babylon Governorate is relatively high, and its highest dimensions were strategic vision and emotional climate^[6].

The study results indicate that the level of organizational intelligence in sports institutions in Babylon Governorate was relatively high, with an overall average of 3.90 and a standard deviation of 0.65. This indicates that these institutions possess a good understanding of organizational intelligence concepts and are working to employ them in the work environment, contributing to the achievement of their strategic objectives. This relatively high level reflects the awareness of employees in sports institutions of the importance of interaction between individuals and the organization in developing organizational capabilities and effectively utilizing knowledge to achieve institutional excellence.

These findings indicated that the strategic vision dimension (4.12) was the top dimension of organizational intelligence, which indicates the clarity of future directions of sports institutions in Babylon and their attempts to define long-term goals that help to orientate the work of employees to the accomplishment of shared objectives. This agrees with what Albrecht (2003) revealed that strategic vision is the foundation of organizational intelligence construction since it assists the institution to look into the future and channel its resources into excellence and sustainability. The findings also revealed that emotional climate (4.05) was second; this revealed the good working environment founded on mutual understanding, support, and trust among the employees. This is in line with Choo (2005) who added that a favorable emotional climate helps in boosting morale and creativity and commitment in the organization^[7].

The shared destiny dimension (3.98) took the third place, and it denotes that there is harmony and integration among the employees of sports organizations where people feel that they belong to one system and work towards a shared objective. This dimension is a critical measure of how strong the organizational culture is and how it can make

people feel like they belong which increases the level of collaboration and minimizes internal differences. The scores in the dimension of knowledge utilization (3.93) also belonged to high scores, which means that sports organizations are using knowledge and communicating it within their staff members to a satisfactory extent. Nevertheless, it is still imperative that this dimension must be enhanced by the introduction of integrated knowledge management systems whereby sharing of experiences and utilizing them in decision making is guaranteed^[8].

Contrarily, the findings revealed that change capacity (3.84) and organizational consistency (3.77) dimensions were at the high-medium level, which indicates that sports institutions experience some difficulties with respect to adjusting to the environmental changes or integrating internal goals and processes. This finding aligns with the evidence of Zarei and Ghorbani (2020) that has proven weak change capacity to be commonly correlated with inflexible administrative organizations or lack of sufficient resources. Performance culture (3.62) was the last and medium since it is necessary to enhance the organizational culture to be more performance-oriented and focused on productivity, by setting up equitable evaluation systems and rewards that promote innovation and high standards^[9].

According to the above, one can state that sports organizations in the Governorate of Babil have a bright facet of organizational intelligence. Nevertheless, the integration of its multiple dimensions will be achieved by enhancing performance culture, creation of knowledge management systems, and flexibility within the organization. Another focus should be on reinforcing transformational leadership that promotes innovation and initiative, and utilizing the human resource to create a challenging working environment that can handle future challenges. Organizational intelligence is a strategic requirement that requires an investment rather than an administrative luxury to ensure the sustainability of sports organizations in a highly competitive and dynamic environment^[10].

Table 4: The descriptive statistics of the sports management scale to determine how well volleyball sports management is based on the five dimensions of the scale in the eyes of the employees

Dimension number	Sports Management Dimension	Number of items	Mean	SD	Appreciation level	Arrangement
1	Sports Planning	5	4.08	0.57	High	2
2	Administrative Organization	5	3.96	0.60	Medium High	4
3	Leadership and Motivation	4	4.15	0.55	High	1
4	Monitoring and Evaluation	3	3.85	0.63	Medium High	5
5	Innovation and Development	3	4.01	0.59	High	3
Overall average of the scale		20	4.01	0.59	High	–

Conclusion: It seems that the performance of the sports management is quite good, and the leadership aspect is the most effective aspect, which means that motivational leadership is the crucial factor enhancing the efficiency of the sport performance.

In Table 4 of the Sports Activities Management Scale, the findings show that the average of sports administrative performance was (4.01) and standard deviation was (0.59) and this indicates a high level of sports management performance as perceived by employees. This is an indication of the effectiveness of sports organizations to apply modern management principles in ensuring attainment of set goals in an efficient and effective manner.

The first dimension was the leadership and motivation dimension whose average was (4.15), an apparent demonstration of the importance of leadership in motivating the staff and instilling a feeling of belonging. The positive leadership impact on productivity and overall performance level is achieved due to motivational leadership, which was

proven by the research conducted by Northouse (2021) and Robbins and Coulter (2022): Both found effective leadership to have a positive correlation with employee satisfaction and performance^[11].

The second dimension was the sports planning dimension with a mean of (4.08) showing the existence of a vivid strategic vision in sports institutions, which is founded on structured action plans. Although the innovation and development aspect was in the third position with an average of 4.01, it suggests that the sports administrations are trying to embrace new practices and development procedures that can complement innovativeness and sustainability in sports work.

On the other hand, the dimensions of the administrative organization (3.96) and monitoring and evaluation (3.85) were relatively lower, which means the necessity to reinforce administrative systems, and internal control mechanisms to secure the further high performance.

Table 5: To validate the correlational relationships between organizational intelligence and volleyball sports management performance, correlation coefficients between the dimensions of organizational intelligence and volleyball sports management will be used

Organizational intelligence dimension	Planning	organization	Leadership	Censorship	Innovation	General average for sports management
Strategic Vision	0.58**	0.54**	0.61**	0.47**	0.59**	0.60**
Shared Destiny	0.49**	0.51**	0.57**	0.43**	0.55**	0.56**
Change Capability	0.42**	0.45**	0.49**	0.39*	0.52**	0.50**
Emotional Climate	0.46**	0.48**	0.53**	0.45**	0.50**	0.52**
Organizational Coherence	0.44**	0.50**	0.55**	0.41**	0.49**	0.51**
Knowledge Leverage	0.55**	0.57**	0.59**	0.49**	0.63**	0.62**
Performance Culture	0.50**	0.52**	0.56**	0.46**	0.58**	0.57**
Overall Organizational Intelligence Coefficient	0.63	0.61	0.67	0.55	0.66	0.68

Note: (A star ()) is significant at 0.05, (B star (B)) is significant at 0.01.

Interpretation: All the correlation coefficients are positive, and statistically significant, which proves that with an increased level of organizational intelligence, there is a real increase in sports management.

The Table 5 results show that there are positive and significant correlations between the dimensions of volleyball sports management and all dimensions of organizational intelligence. Correlation coefficients were between 0.39 and 0.67 which indicated that high degree of organizational intelligence in sport institutions obviously plays a role in enhancing the effectiveness of sports management and overall performance.

It is observed that the correlation coefficients between the strategic vision dimension and the leadership ones (0.61) were the largest and the same with planning (0.58) indicating the significance of vision clarity in improving leadership potential and channeling efforts in accomplishing

organizational objectives. The knowledge employment dimension was also highly correlated with the dimension of innovation and development (0.63), which reveals the importance of knowledge management in the development of new ideas and the introduction of creative practices that facilitate the efficiency of the institutional performance.

The overall organizational intelligence or the general dimension of organizational intelligence demonstrated high correlation with the overall sports management average (0.68), which established the fact that organizational intelligence is a critical point in elevating the level of administrative performance through enhancement of planning, organization, leadership, control, and innovation.

The organizations with high organizational intelligence are those making good decisions, analyzing situations, and investing knowledge and motivational leadership to attain sustainable excellence in administrative performance^[12]

Table 6: To establish the influence of organizational intelligence on sports management, the effect of organizational intelligence on volleyball sports management will be tested using multiple regression analysis to establish which sub-dimensions of organizational intelligence is best able to explain the efficiency of sports management

Independent dimension	Unstandardized regression coefficient (B)	Standard Error	Standardized regression coefficient (Beta)	T-Value	Significance (Sig.)
Strategic Vision	0.238	0.054	0.31	4.41	0.000**
Shared Destiny	0.121	0.049	0.16	2.47	0.014*
Change Capability	0.094	0.044	0.11	2.15	0.033*
Emotional Climate	0.108	0.046	0.13	2.35	0.021*
Organizational Coherence	0.086	0.043	0.09	1.99	0.048*
Knowledge Leverage	0.262	0.052	0.32	5.03	0.000**
Performance Culture	0.119	0.048	0.14	2.48	0.013*
Total Coefficient (R)	0.79	—	—	—	—
Coefficient of Determination (R ²)	0.63	—	—	—	—
F-Value (7, 222)	54.27	—	—	—	0.000

Interpretation: The regression model accounts 63 percent of variance in the level of sports management.

Knowledge utilization ($\beta=0.32$) and strategic vision (0.31) are the most influential ones which indicates the impact of these two variables on the development of sports management performance in Babil Governorate.

Table (6) results show that the dimensions of organizational intelligence reveal that multiple regression model is capable of explaining 63 percent of the variance in sports management effectiveness. This is a high degree of explanation, which means that organizational intelligence is a vital aspect of enhancing the administrative performance in sports institutes in Babil Governorate. The importance of the model is demonstrated by the F value of 54.27 and the level of statistical significance ($\text{Sig.}=0.000$) and the independent variables (the dimensions of organizational intelligence) play a significant role in explaining the variation in the effectiveness of volleyball sports management.

The findings show that knowledge leverage is the most significant dimension, and the standard regression coefficient is 0.32, and strategic vision is the most significant dimension, and the coefficient is 0.31. The two are both statistically significant at 0.01. This finding indicates the significance of institutionalized knowledge to the enhancement of the decision-making process, planning, and development, as well as the role of well-defined vision to the overall direction of the institution and development of the strategic objectives^[13].

The other dimensions, including emotional climate, shared destiny, ability to change, and performance culture, demonstrated the strong impact to a certain extent as well, which means that the dimensions in question supplement the development of organizational intelligence and facilitate the process of leadership and organizational effectiveness. These are in line with the findings of other scholars such as Albrecht (2003) and Choo (2005) who determined that intelligent organizations can be characterized by the capacity to incorporate knowledge, vision, and innovation in their administrative processes as a way of improving the performance and attain adaptation to changes in the environment^[14].

Conclusions

Based on the results of the statistical analysis of the Organizational Intelligence Scale and the Sports Management Scale in Babil Governorate institutions, the following conclusions were reached:

- The findings revealed that the sports institutions in Babil Governorate have a high organizational intelligence level (mean=3.90, SD=0.65), which implies the presence of a clear vision, the development of the highest organizational practices, and the excellent adaptation to change.
- The top rankings in the dimensions were strategic vision and knowledge utilization, which point to the fact that the sports institutions have well-established future plans and make effective administrative and sports decisions based on knowledge.
- Correlation coefficients revealed that all the dimensions of organizational intelligence have positive relationships with volleyball sports management ($r=0.68$, $p<0.01$), i.e., increased organizational

intelligence translates to a significant enhancement of the effectiveness of volleyball sports management.

- The multiple regression analysis revealed that the organizational intelligence was able to provide an explanation of 63% of the variance in the volleyball sports management efficiency supporting the hypothesis in the study that organizational intelligence is a strategic approach used in developing sports management.
- The findings revealed that organizational consistency and performance culture were the last in the rank, which signifies that certain institutions might require some amendments in structures and policies and connect them to the real sports performance indicators.
- The general mean of volleyball sports management score was 4.01, which indicates the existence of a good administrative environment that supports the values of motivational leadership, planning, and innovation in the sports institutions in the governorate.
- It has been realized that organizational intelligence is not reduced to either of a cognitive or organizational dimension but a holistic cultural and administrative mechanism that leads to leadership effectiveness, greater coordination among the workers and adaptability to field demands.

Recommendations

Based on the previous findings and conclusions, the researcher recommends the following:

- The sports bodies in Babil Governorate ought to come up with continuous training to help in increasing the organizational intelligence of the administrators and managers in regards to ensuring that they acquire skills in strategic thinking, managing knowledge, and decision making based on facts.
- It is also advisable that institutions should have digital units or systems of sports knowledge management (Knowledge Management Systems) to gather, record and share experiences which will make sports planning and development better.
- The organizational systems and internal rules are to be checked to make sure that there is no inconsistency between the goals and policies, and the organizational culture is developed, the great performance is rewarded, and the sports success is to be assessed periodically.
- It is advised that the administrative bodies revise their visions and strategic plans in accordance with the national trends of developing Iraqi sports, and by connecting the institutional goals to the sustainable sports development goals.
- Sports leaders should be empowered to exercise transformational leadership, which is system centered on inspiration and motivation to increase the feeling of belonging and common fate in the sports institutions.
- It is proposed that the Youth and Sports Directorates would utilize the Organizational Intelligence Scale as one of the administrative performance evaluation tools annually, to determine the progress of organizational intelligence with time.
- It is suggested that future studies should be carried out to compare the organizational intelligence levels in Iraqi governorates or between the public and the private sector to determine the differences in administration that determine the athletics performance development.

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