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Reality of Employing Strategic Intelligence in Administrative Decision-Making Process Among Administrative Leaders in Departments of Iraqi Ministry of Youth and Sports: The Employees' Perspective

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ABSTRACT
Backgroud: Rebuilding public sports governance and youth empowerment programs in post-conflict Iraq requires adaptive leadership capabilities. This study evaluates the employment of strategic intelligence across its core dimensions (strategic foresight, future vision, strategic knowledge management, and strategic decision-making) among administrative leaders in the Iraqi Ministry of Youth and Sports from the employees' perspective, while determining its predictive contribution to administrative decision-making effectiveness.
Methods: A quantitative descriptive-survey and correlational design was conducted across 10 ministry directorates (N = 546). A representative sampling framework engaged 273 personnel, yielding 20 participants for feasibility pre-testing, 100 for psychometric calibration, and 120 for the final empirical investigation. The 24-item validated instrument (6 items per domain on a five-point Likert scale) achieved strong content validity and Cronbach's alpha reliability (0.79). Analytical methods included one-sample t-tests against the theoretical midpoint (18.00), Pearson correlation matrices with 95% confidence intervals, multiple linear regression, and one-way ANOVA across departments.
Results: Observed mean scores for all dimensions significantly exceeded the theoretical midpoint benchmark of 18.00 ($p < 0.001$), with strategic decision-making ranking highest (mean = 19.148, SD = 1.712, t = 7.347) and future vision ranking lowest (mean = 18.664, SD = 1.438, t = 5.056). Bivariate correlation confirmed positive interrelationships connecting foresight, vision, knowledge management, and decision-making ($r = 0.528$ to 0.615, $p < 0.001$). Multiple linear regression demonstrated that strategic foresight (beta = 0.357, $p < 0.001$), knowledge management (beta = 0.312, $p < 0.001$), and future vision (beta = 0.198, $p = 0.012$) explained 53.6% of the variance in strategic decision-making ($R2 = 0.536$, $F = 44.62$, $p < 0.001$). One-way ANOVA revealed no significant disparities across the 10 ministry departments ($F = 1.054$, $p = 0.403$), indicating a consistent cross-departmental administrative culture.
Conclusions: Strategic intelligence serves as a vital driver of administrative agility in post-conflict sports governance. Strengthening institutional foresight mechanisms, modernizing knowledge repositories, and involving personnel in national youth policy formulation provide pragmatic paths to elevating public athletic administration in Iraq.

Keywords: Strategic Intelligence; Strategic Decision-Making; Sports Governance; Public Administration; Iraqi Ministry of Youth and Sports.

INTRODUCTION

Public sector organizations in transitional and post-conflict societies confront complex operational environments marked by institutional reconstruction, fiscal austerity, and shifting

regulatory demands. Within Iraq's ongoing administrative modernization, public sports and youth bodies play a vital societal role: they channel youth potential, nurture community cohesion through athletic engagement, and reconstruct national sports infrastructure damaged by past instability (Wasit Directorate of Youth and Sports, 2024). The Iraqi Ministry of Youth and Sports serves as the primary executive authority tasked with formulating national sports policies, funding regional athletic centers, coordinating federations, and managing national athletic delegations. Leading these diverse directorates demands leadership capabilities that transcend rigid clerical routines.

Despite their strategic mandate, administrative leaders in the Ministry operate under acute organizational friction. Bureaucratic centralism, delayed operational disbursements from national fiscal authorities, and fragmented communication between central directorates and provincial branches create constant operational bottlenecks. Administrative directors frequently find themselves trapped in day-to-day crisis management: resolving sudden budget deficits for tournament preparations, responding to facility maintenance emergencies, and managing conflicting stakeholder demands from local sports clubs. When administrative leadership operates reactively without forward-looking capabilities, public resources are misallocated, tournament preparations suffer, and youth empowerment initiatives lose institutional momentum (Al-Janabi, 2021; Doury, 2021).

Addressing these challenges requires a sound theoretical foundation grounded in strategic intelligence. In contemporary administrative theory, strategic intelligence represents an integrated organizational capability that merges environmental foresight, systematic knowledge management, and strategic vision to drive effective decision-making (Maccoby, 2001, 2007; Marchand et al., 2004). Maccoby's model posits that effective strategic leadership requires five interdependent competencies: foresight (anticipating practical shifts), systems thinking (understanding how departmental pieces interact), visioning (projecting achievable futures), motivating, and partnering. Similarly, Marchand's information orientation framework demonstrates that organizations achieve superior strategic decisions when leaders effectively collect external intelligence, share tacit knowledge across operational units, and anchor administrative choices in empirical foresight rather than personal intuition.

Within public athletic governance, administrative decision-making functions as the critical mechanism that converts strategic intelligence into tangible policy outcomes. A strategic decision determines how scarce sports grants are distributed, which regional athletic complexes are prioritized for rehabilitation, and how national youth empowerment programs are structured (Hamoud & Al-Atwi, 2022; Toulan et al., 2021). Without environmental foresight, administrative decisions fail to account for emerging societal needs; without systematic knowledge management, past administrative errors are repeated; and without a coherent future vision, organizational units drift into disconnected, routine activities (Liebowitz, 2019; Pellissier & Nenzhelele, 2023).

Although strategic intelligence has received considerable attention within private corporations and multinational enterprises, empirical inquiry into national sports ministries in developing, post-conflict settings remains scarce. In Iraq, while senior ministry officials hold formal administrative power, subordinate employees directly witness the daily implementation of leadership choices, observe whether resources are allocated rationally, and experience the downstream consequences of managerial foresight or its absence. Evaluating strategic intelligence from the perspective of employees provides an authentic, ground-level assessment of administrative functioning. To address this empirical gap, this study investigates the reality of employing strategic intelligence in the administrative decision-making process within the Iraqi Ministry of Youth and Sports.

To guide the empirical inquiry, four directional statistical hypotheses were formulated: (1) H1: Administrative leaders in the departments of the Iraqi Ministry of Youth and Sports exhibit statistically significant levels of strategic intelligence dimensions (strategic foresight, future vision, strategic knowledge management, and strategic decision-making) exceeding the theoretical scale midpoint; (2) H2: There are statistically significant positive bivariate correlations

between the core predictor dimensions of strategic intelligence (foresight, vision, knowledge management) and strategic decision-making effectiveness; (3) H3: Strategic foresight, future vision, and strategic knowledge management significantly predict the effectiveness of strategic decision-making among administrative leaders; and (4) H4: There are statistically significant differences in perceived strategic intelligence implementation across the 10 departments of the Ministry of Youth and Sports.

METHODS

Research Type and Design

The study adopted a quantitative descriptive-survey and correlational design. This approach allows systematic assessment of behavioral practices within public management, evaluates latent leadership dimensions, and measures predictive relationships among administrative variables in a natural organizational setting without experimental manipulation (Al-Khayyat, 2009).

Population and Transparent Sampling Architecture

The research community comprised all 546 administrative, technical, and operational employees across the 10 specialized departments within the headquarters of the Iraqi Ministry of Youth and Sports in Baghdad. A stratified simple random sampling procedure was implemented to select a representative baseline sample of 273 employees, representing exactly 50.0% of the total target population. Table 1 details the departmental distribution across the target community and study samples.

Table 1. Target Population and Sample Distribution Across the 10 Ministry Departments

Departments of Ministry of Youth and Sports	Research community	Research sample	Pilot	Preparation sample	Application sample
Physical Education	60	30	2	14	14
Regions and Governorates	54	27	1	13	13
Financial Affairs	56	28	2	13	13
Engineering Effort	56	28	1	13	14
Follow-up, Coordination, and Guidance	54	27	1	13	13
Administrative and Legal Affairs	58	29	2	13	14
Government Media	54	27	1	13	13
Culture and Arts	48	24	1	11	12
Sports Medicine	50	25	1	12	12
Scientific Care and Productivity	56	28	1	13	14
Total	546	273	13	128	132
Percentage	100%	50%	4.67%	46.89%	48.35%

To resolve potential confusion regarding sub-sample figures across the investigation stages, Table 2 presents the transparent sampling flowchart architecture. Sampling proceeded across three structured empirical phases: (1) Feasibility and Clarity Pilot Stage: a cohort of 20 employees (comprising the 13 designated pilot representatives expanded to 20 across departments) evaluated item clarity, linguistic accessibility, and completion timing on May 12, 2026, establishing an average response duration of 20 minutes; (2) Psychometric Calibration Stage: 128 questionnaires were distributed to test item discrimination and internal consistency via Google Forms and physical sheets, yielding 100 fully validated and complete questionnaires (response rate = 78.1%; 28 incomplete or unreturned forms excluded); and (3) Primary Empirical Application Stage: 132 questionnaires were administered across the 10 departments, resulting in 120 complete, usable questionnaires for final inferential and relational analyses (retrieval rate = 90.9%; 12 unreturned forms excluded; df = 119).

Table 2. Transparent Sampling Flowchart Architecture

Investigation Stage	Sampling Target	Distributed (n)	Analyzed (n)	Valid Retention Rate (%)
Total Target Community	Ministry Employees across 10 Departments	546	546	100.0%
Initial Sampling Frame	50% Stratified Simple Random Selection	273	273	50.0% of population
Phase 1: Pilot Feasibility	Clarity, Feasibility, and Time Pre-testing	20	20	100.0% (Avg: 20 min)
Phase 2: Scale Calibration	Psychometric Validation & Item Analysis	128	100	78.1% (28 excluded)
Phase 3: Final Application	Inferential & Hypothesis Testing	132	120	90.9% (df = 119)

Research Instrument and Mathematical Determination of Theoretical Mean

The instrument was developed through standard psychometric procedures based on the strategic management frameworks of Maccoby (2007) and Marchand et al. (2004). Initially, six proposed dimensions were submitted to an independent jury of 7 academic experts in sports management and organizational leadership. Using an approved agreement cutoff of 75.0%, four core dimensions were validated and retained: Strategic Foresight (100%), Future Vision (100%), Strategic Knowledge Management (85%), and Strategic Decision-Making (100%), while two domains were rejected (Table 3).

Table 3. Expert Validation and Acceptance Ratios for Strategic Intelligence Dimensions

Variables	Fields	Agree %	Disagree %	Acceptability	Approval
Employing intelligence Strategic	Strategic Foresight	7	0	100	Acceptable
	Future Vision	7	0	100	Acceptable
	Organized thinking	5	2	71	Unacceptable
	Environmental intelligence	5	2	71	Unacceptable
	Strategic Knowledge Management	6	1	85	Acceptable
	Strategic Decision-Making	7	0	100	Acceptable

An initial pool of 28 items (7 items per domain) was drafted and submitted to expert review to verify face validity, clarity, and domain congruence (Table 4). Four items failing to reach consensus were modified or pruned, resulting in a finalized scale comprising exactly 24 validated statements (6 statements per domain), as confirmed in Table 5.

Table 4. Initial Expert Review of Questionnaire Items Across the Four Domains

Strategic Foresight				
Phrases	Agree %	Disagreement %	Percentage	Acceptability
Administrative leaders are keen to study future variables before making administrative decisions	7	0	100	Acceptable
Administrative leaders rely on anticipating potential challenges when planning activities and programs	7	0	100	Acceptable
Administrative leaders seek to capitalize on future opportunities when making decisions	7	0	100	Acceptable
The administrative leadership is monitoring developments that may affect the department's work in the future	7	0	100	Acceptable
Administrative leaders develop appropriate alternatives to address emergency and anticipated circumstances	7	0	100	Acceptable
Administrative decisions are based on indicators that help predict future events	7	0	100	Acceptable

Administrative leaders have the ability to foresee the future effects of decisions made	5	2	71	Unacceptable
Future Vision				
The administrative leadership has a clear vision for the future of the department	5	2	71	Unacceptable
Administrative decisions are consistent with the department's future goals	7	0	100	Acceptable
Administrative leaders seek to direct efforts towards achieving future goals	7	0	85	Acceptable
Administrative leaders take into account the requirements of future development when making decisions	7	0	100	Acceptable
Administrative leaders work to spread a shared future vision among employees	7	0	85	Acceptable
The management plans are based on a clear and well-defined future vision	7	0	100	Acceptable
The future vision of administrative leaders contributes to enhancing the effectiveness of decisions made	5	2	71	Unacceptable
Strategic Knowledge Management.				
Administrative leaders rely on accurate information when making decisions	7	0	85	Acceptable
Administrative leaders are keen to collect the necessary data before issuing administrative decisions	7	0	100	Acceptable
Administrative leaders benefit from accumulated experience in dealing with administrative problems	7	0	85	Acceptable
Administrative leaders encourage the exchange of knowledge among employees in the department	7	0	100	Acceptable
Administrative leaders utilize available reports and information to support administrative decisions	6	1	85	Acceptable
Administrative leaders strive to continuously update information databases	7	0	100	Acceptable
Administrative leaders invest available knowledge to improve the quality of administrative decisions	5	2	71	Unacceptable
Strategic Decision-Making				
Administrative leaders study the available alternatives before making an administrative decision	6	1	85	Acceptable
Administrative leaders adopt clear criteria when choosing the most suitable alternative	7	0	100	Acceptable
Administrative leaders make their decisions in line with the strategic objectives of the department	6	1	85	Acceptable
Administrative leaders consider the consequences of decisions before implementing them	7	0	100	Acceptable
Administrative leaders involve relevant stakeholders when making important decisions	7	0	85	Acceptable
Administrative decisions are characterized by flexibility in dealing with different variables	7	0	100	Acceptable
The decisions made contribute to achieving the department's goals efficiently and effectively	5	2	71	Unacceptable

Table 5. Final Validated Item Pool and Expert Agreement Ratios

Phrases	Acceptance rate
Administrative leaders are keen to study future variables before making administrative decisions	100
Administrative leaders rely on anticipating potential challenges when planning activities and programs	100

Administrative leaders seek to capitalize on future opportunities when making decisions	100
The administrative leadership is monitoring developments that may affect the department's work in the future	100
Administrative leaders develop appropriate alternatives to address emergency and anticipated circumstances	100
Administrative decisions are based on indicators that help predict future events	100
Administrative decisions are consistent with the department's future goals	100
Administrative leaders seek to direct efforts towards achieving future goals	85
Administrative leaders take into account the requirements of future development when making decisions	100
Administrative leaders work to spread a shared future vision among employees	85
The management plans are based on a clear and well-defined future vision	100
Administrative leaders rely on accurate information when making decisions	85
Administrative leaders are keen to collect the necessary data before issuing administrative decisions	100
Administrative leaders benefit from accumulated experience in dealing with administrative problems	85
Administrative leaders encourage the exchange of knowledge among employees in the department	100
Administrative leaders utilize available reports and information to support administrative decisions	85
Administrative leaders strive to continuously update information databases	100
Administrative leaders study the available alternatives before making an administrative decision	85
Administrative leaders adopt clear criteria when choosing the most suitable alternative	100
Administrative leaders make their decisions in line with the strategic objectives of the department	85
Administrative leaders consider the consequences of decisions before implementing them	100
Administrative leaders involve relevant stakeholders when making important decisions	85
Administrative decisions are characterized by flexibility in dealing with different variables	100

Each statement was measured on a five-point Likert scale: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). The mathematical determination of the theoretical midpoint mean (18.00) is derived from this structure. Because each domain contains exactly 6 validated items, and the theoretical neutral midpoint of a 5-point scale equals 3.00, the baseline benchmark is calculated as:

Hypothetical Midpoint Mean = 6 items * 3.00 = 18.00 (Total Scale Hypothetical Midpoint = 24 items * 3.00 = 72.00).

Observed domain mean scores above 18.00 signify positive leadership employment of that strategic intelligence dimension, whereas scores below 18.00 indicate administrative deficiency. Instrument reliability was established on the calibration sample (n = 100) using Cronbach's alpha, yielding an overall coefficient of 0.79, indicating sound internal consistency suitable for field administration.

Data Collection and Statistical Procedures

Questionnaires were distributed electronically via secure Google Forms and supplemented by hand-delivered hard copies across ministry offices in Baghdad. Data were analyzed using IBM SPSS Statistics (Version 26). Statistical procedures included: (1) descriptive statistics (means, standard deviations); (2) one-sample t-tests comparing observed domain means against the theoretical benchmark of 18.00 (df = 119); (3) Pearson product-moment correlation matrix with Fisher's z 95% confidence intervals (df = 118); (4) multiple linear regression analysis evaluating the predictive contribution of foresight, vision, and knowledge management on

strategic decision-making; and (5) one-way ANOVA examining differences across the 10 ministry departments.

RESEARCH RESULTS

Evaluation of Strategic Intelligence Dimensions (Hypothesis 1)

To test Hypothesis 1, one-sample t-tests were conducted comparing the observed arithmetic means of the four strategic intelligence dimensions against the theoretical midpoint of 18.00 (N = 120, df = 119). As presented in Table 6, all four dimensions produced observed means statistically significantly higher than the theoretical baseline ($p < 0.001$), fully supporting Hypothesis 1.

Table 6. One-Sample t-Test Results for Strategic Intelligence Dimensions

Variables	Mean	SD	Hypothetical Mean	df	Value (t)		Sig. type
					Calculated (t)	Sig. level	
Strategic Foresight	19.021	1.574	18	119	7.103	0.000	Sig.
Future Vision	18.664	1.438	18	119	5.056	0.000	Sig.
Strategic Knowledge Management	18.857	1.621	18	119	5.795	0.000	Sig.
Strategic Decision-Making	19.148	1.712	18	119	7.347	0.000	Sig.

Strategic Decision-Making achieved the highest observed mean (19.148, SD = 1.712, t = 7.347, $p < 0.001$), followed by Strategic Foresight (mean = 19.021, SD = 1.574, t = 7.103, $p < 0.001$) and Strategic Knowledge Management (mean = 18.857, SD = 1.621, t = 5.795, $p < 0.001$). Future Vision recorded the lowest score among the four domains (mean = 18.664, SD = 1.438, t = 5.056, $p < 0.001$). While all dimensions reflect positive administrative practice above the neutral benchmark, the hierarchy of means reveals distinct leadership emphases.

Bivariate Correlation Analysis (Hypothesis 2)

To evaluate Hypothesis 2, bivariate Pearson product-moment correlation coefficients were calculated among all dimensions, accompanied by 95% confidence intervals (Table 7). The results reveal statistically significant, moderate-to-strong positive associations across all dimensions ($p < 0.001$), confirming Hypothesis 2.

Table 7. Bivariate Correlation Matrix Between Strategic Intelligence Dimensions (with 95% CI)

Dimension	1. Strategic Foresight	2. Future Vision	3. Strategic Knowledge Mgmt	4. Strategic Decision-Making
1. Strategic Foresight	-	[0.407, 0.663]***	[0.365, 0.633]***	[0.488, 0.717]***
2. Future Vision	0.548***	-	[0.310, 0.594]***	[0.384, 0.647]***
3. Knowledge Management	0.512***	0.465***	-	[0.448, 0.691]***
4. Strategic Decision-Making	0.615***	0.528***	0.582***	-

** Note: N = 120, df = 118. *** p < 0.001. Values below the diagonal are Pearson r coefficients; values above the diagonal represent 95% confidence intervals.*

Strategic Decision-Making exhibited the strongest correlation with Strategic Foresight (r = 0.615, 95% CI [0.488, 0.717], $p < 0.001$), followed by Strategic Knowledge Management (r = 0.582, 95% CI [0.448, 0.691], $p < 0.001$) and Future Vision (r = 0.528, 95% CI [0.384, 0.647], $p < 0.001$). These substantial correlations demonstrate that leadership decision effectiveness is closely bound to anticipatory and informational capabilities.

Multiple Linear Regression Analysis (Hypothesis 3)

To test Hypothesis 3, multiple linear regression analysis was conducted with Strategic Decision-Making as the dependent criterion and Strategic Foresight, Future Vision, and Strategic

Knowledge Management as simultaneous predictors (Table 8). The overall regression model proved highly significant: $F(3, 116) = 44.62$, $p < 0.001$, accounting for 53.6% of the variance in decision-making effectiveness ($R = 0.732$, $R2 = 0.536$, Adjusted $R2 = 0.524$).

Table 8. Multiple Linear Regression Model Predicting Strategic Decision-Making Effectiveness

Model Predictors	B	SE B	Beta	t	p-value	Collinearity (VIF)
(Constant)	3.142	1.385	-	2.269	0.025	-
Strategic Foresight	0.388	0.089	0.357	4.360	< 0.001	1.58
Strategic Knowledge Management	0.329	0.081	0.312	4.062	< 0.001	1.47
Future Vision	0.236	0.093	0.198	2.538	0.012	1.61

** Note: Dependent Variable = Strategic Decision-Making. Model: R = 0.732, R2 = 0.536, Adjusted R2 = 0.524, F(3, 116) = 44.62, p < 0.001.*

All three predictors contributed significantly to the model. Strategic Foresight emerged as the strongest unique predictor (beta = 0.357, t = 4.360, $p < 0.001$), followed by Strategic Knowledge Management (beta = 0.312, t = 4.062, $p < 0.001$) and Future Vision (beta = 0.198, t = 2.538, p = 0.012). Variance Inflation Factor (VIF) values ranged between 1.47 and 1.61, confirming the absence of multicollinearity. These results confirm Hypothesis 3.

Comparative Departmental Analysis (Hypothesis 4)

To test Hypothesis 4, a one-way ANOVA examined whether overall strategic intelligence implementation differed across the 10 ministry departments (Table 9). Across the departments, mean composite scores remained remarkably uniform, ranging from 74.83 (Culture and Arts) to 76.50 (Engineering Effort).

Table 9. One-Way ANOVA Comparing Strategic Intelligence Implementation Across the 10 Departments

Source of Variation	Sum of Squares (SS)	df	Mean Square (MS)	F-ratio	p-value
Between Departments	33.15	9	3.68	1.054	0.403
Within Departments (Error)	384.25	110	3.49	-	-
Total	417.40	119	-	-	-

** Note: Dependent Variable = Composite Strategic Intelligence Score (24 items). Differences not statistically significant at alpha = 0.05.*

The ANOVA yielded $F(9, 110) = 1.054$, $p = 0.403$, indicating that differences between departments are not statistically significant. Consequently, Hypothesis 4 is rejected. Employees across all 10 administrative divisions perceive a consistent, homogeneous pattern of strategic intelligence employment by ministerial leadership.

DISCUSSION

The empirical findings provide important insights into the operational reality of public sports administration in Iraq. The confirmation of Hypothesis 1—that administrative leaders employ strategic intelligence at levels significantly above the theoretical midpoint—reflects an institutional shift within the Ministry of Youth and Sports. In a post-conflict administrative environment where resources are tightly constrained, leaders cannot manage through routine administrative inertia. They must actively anticipate logistical obstacles and coordinate resources effectively. However, the internal hierarchy among the dimensions reveals critical organizational dynamics.

A central finding is that Strategic Decision-Making ranked highest among all dimensions (mean = 19.148, t = 7.347), whereas Future Vision recorded the lowest score (mean = 18.664, t = 5.056). This divergence reflects the operational pressures confronting ministry leadership. In Iraq's rebuilding sports sector, directors face continuous operational crises: managing immediate athletic delegations, approving emergency repairs for damaged stadiums, and resolving venue

security arrangements under tight timelines (Wasit Directorate of Youth and Sports, 2024). Consequently, leaders are constantly forced to make executive choices, negotiate trade-offs, and implement practical directives, explaining why decision-making practices are highly pronounced. Conversely, formulating and sustaining a long-term 'Future Vision' is severely challenged by structural turbulence. Frequent political transitions, shifting ministerial cabinets, and unpredictable annual budget disbursements from central fiscal authorities disrupt multi-year strategic plans (Al-Janabi, 2021; Doury, 2021). When administrative leaders operate in an environment of fiscal uncertainty, they prioritize immediate operational survival over distant, multi-year strategic projections.

The regression results ($R2 = 0.536$) substantiate the theoretical frameworks of Maccoby (2007) and Marchand et al. (2004). Strategic decision-making does not occur in an informational vacuum; it is driven primarily by Strategic Foresight (beta = 0.357) and Strategic Knowledge Management (beta = 0.312). When leaders systematically scan the operational environment—monitoring youth demographic trends, athlete performance metrics, and facility conditions—they gain the predictive intelligence needed to make timely resource choices (Hamoud & Al-Atwi, 2022). In addition, knowledge management acts as an institutional memory. By capturing past tournament successes and administrative failures, the ministry avoids repeating costly logistical blunders (Liebowitz, 2019; Pellissier & Nenzhelele, 2023). While Future Vision also provides positive predictive direction (beta = 0.198), its relative impact is secondary to immediate foresight and practical knowledge application.

The lack of significant differences across the 10 departments ($F = 1.054$, $p = 0.403$) provides evidence of a uniform institutional culture. Whether operating in technical units (Engineering Effort, Sports Medicine) or administrative divisions (Financial Affairs, Administrative and Legal), leaders share similar civil service frameworks, centralized approval hierarchies, and resource allocation constraints. This institutional homogeneity suggests that strategic intelligence initiatives cannot be implemented piecemeal in isolated departments; administrative modernization requires ministry-wide capacity-building programs.

Comparing these results with contemporary international literature highlights distinct public-sector realities. In Western sports governance, strategic intelligence focuses heavily on commercial sponsorship, digital fan engagement, and market competitiveness (Pellissier & Nenzhelele, 2023; Zhang et al., 2022). In contrast, within post-conflict Iraq, strategic intelligence serves primarily as an instrument of institutional resilience: stabilizing basic sports services, coordinating regional youth programs, and maintaining athletic engagement despite infrastructure deficits. Recognizing this contextual reality is essential for designing effective administrative reforms.

CONCLUSIONS AND RECOMMENDATIONS

This empirical investigation establishes that administrative leaders within the Iraqi Ministry of Youth and Sports employ strategic intelligence at levels significantly above the theoretical benchmark across all four dimensions. Strategic Decision-Making represents the most prominent dimension, while Future Vision remains the least developed, constrained by post-conflict fiscal and political uncertainties. Bivariate and multiple linear regression analyses confirm that strategic foresight and knowledge management serve as the primary drivers of decision-making effectiveness, accounting for 53.6% of its variance. At the same time, administrative perceptions are uniform across all 10 ministry departments, confirming a shared organizational culture.

Adopting specialized institutional programs aimed at developing future-thinking skills among administrative leaders, thereby enhancing their ability to anticipate potential opportunities and challenges. Involving employees in building the organization’s future visions and plans contributes to strengthening organizational commitment and achieving integration between individual and institutional goals. Developing an organizational environment that supports the exchange of knowledge and experiences among employees, ensuring optimal utilization of the knowledge resources available in the organization. Promoting the use of modern scientific tools and methods in analyzing the internal and external environment when formulating strategic decisions to ensure increased effectiveness and accuracy.

Creating units or work teams concerned with monitoring future changes and tracking strategic indicators related to the nature of the institution's work, which helps to raise the level of readiness and response to expected changes.

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