

# The Impact of Digital Leadership and Organizational Flexibility on Improving Job Performance: A Sample of Club Presidents in The Iraqi Football League

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## ABSTRACT

**Objective:** This study aimed to analyze the impact of digital leadership and organizational flexibility on improving job performance in sports clubs, through a field study on a sample of club presidents and coaches in the Iraqi Football League. **Method:** The study adopted a descriptive-analytical approach, and data were collected using an electronic questionnaire designed according to a five-point Likert scale. The study sample consisted of (103) individuals, and the data were analyzed using statistical packages. The SPSS version 25 and AMOS version 25 were used, along with Structural Equation Modeling (SEM), to test the study hypotheses. **Results:** The descriptive analysis revealed that the level of digital leadership practice and organizational flexibility in sports clubs was moderate to high, while the level of job performance was relatively high. Reliability testing also demonstrated a high degree of internal consistency in the research instrument, with a Cronbach's alpha coefficient of 0.950, indicating its reliability. The correlation analysis revealed strong and statistically significant positive correlations between the three study variables. The impact analysis also showed that digital leadership has a very good effect on how well people do their jobs with a score of 0.525. **Novelty:** This indicates that adopting digital leadership practices and enhancing organizational flexibility clearly contribute to improving job performance within sports institutions.

## INTRODUCTION

The world is changing fast with all the new digital stuff. So, organizations need to reconsider their management practices and make some changes. They need to be more flexible and use the technology to get things done and meet their goals. This is where digital leadership becomes essential. Digital leadership is a way of running things that uses technology to help people work better. It is about using tools in a smart way coming up with new ideas talking to each other better and making decisions based on facts. All of this helps companies work efficiently. Digital leadership is really important for companies to run well in today's world. Digital leadership is, about using digital technology to support people and help them do their jobs better.

Sports organizations, football clubs are significantly affected of all these changes. This is because they are constantly evolving and they are using technologies more and more to take care of their administrative, technical and financial matters. Football clubs also have to deal with a lot of people all the time. in this situation the role of a sports club president is crucial. They have to lead the club and help it get used to the world. They also have to make sure the club is doing well in sports and in its business.

Also being able to adapt to change is really important for organizations. This means they can handle surprises respond quickly to problems and deal with situations. A club that can do this is better at changing how it works, updating its rules and using its people in the way. This helps the employees do their jobs better. Sports clubs, in Iraq really need to be able to adapt because the situation there is not very stable.

Job performance is very important for an organization's success. It shows how well individuals do their tasks how committed they are and if they meet their goals. In sports clubs job performance is not about administration. It also involves working with different departments helping the technical staff and creating a good environment for athletic success. Sports clubs want to improve job performance because it helps them be stable and successful in competitions. Improving job performance is a goal, for sports club leaders.

The interactive relationship between leadership and organizational flexibility is really important for improving job performance. Digital leadership helps to make organizations more agile by giving employees power encouraging them to think outside the box and making it easier for information to flow. In turn, organizational flexibility creates a conducive environment for digital leadership to work well.

Digital leadership and organizational flexibility are closely connected. Digital leadership is good for flexibility because it helps employees and makes it easier for people to share ideas. The connection, between leadership and organizational flexibility needs to be studied more especially in the Iraqi sports club sector. This sector has a lot of administrative problems. Digital leadership and organizational flexibility can help solve these problems.

## **RESEARCH METHOD**

### **Problem of the study**

Iraqi sports clubs, particularly those in the Iraqi Premier League demonstrate insufficient adoption when it comes to digital leadership and being able to adapt to changes. They are not utilizing digital technologies effectively and they are having a hard time keeping up with what is going on around them. This is a problem because digital leadership and being able to adapt to changes are really important for sports clubs to do well. There is a lack of studies examining how digital leadership and being able to adapt to changes can help the Iraqi sports clubs do a better job. The Iraqi sports clubs need to get better at leadership and being able to adapt to changes if they want to improve. Digital leadership and organizational flexibility are crucial for the Iraqi sports clubs to succeed. Hence, the research problem is defined by the following main question:

**What is the impact of digital leadership and organizational flexibility on improving job performance from the perspective of club presidents in the Iraqi Football League?**

This main question branches into a number of sub-questions, including:

1. What is the level of digital leadership practice among club presidents in the Iraqi Football League?

2. What is the level of organizational flexibility in the clubs studied?
3. What is the level of job performance in the clubs studied?
4. Is there a statistically significant relationship between digital leadership and job performance?
5. Does organizational flexibility contribute to enhancing the impact of digital leadership on job performance?

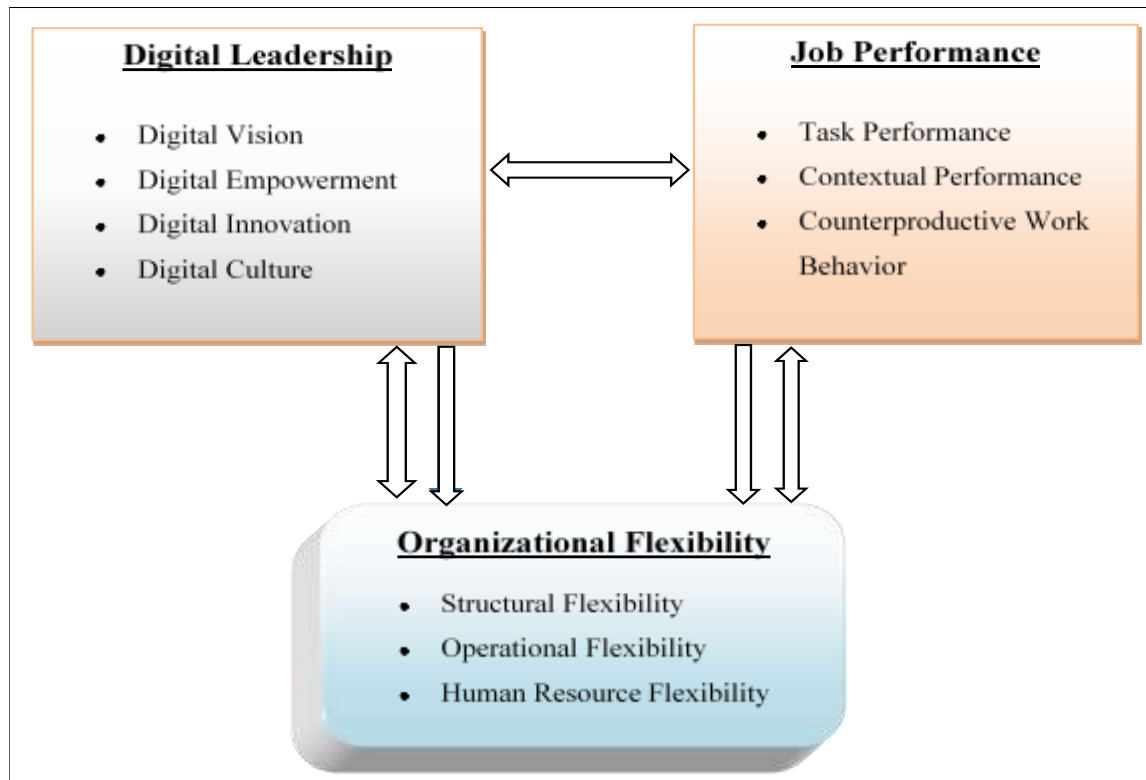
### **Study objectives**

This research aims to achieve a set of scientific and applied objectives, which are as follows:

1. Identifying the level of digital leadership among club presidents in the Iraqi Football League.
2. Measuring the level of organizational flexibility in the sports clubs studied.
3. Determining the level of job performance in the clubs under study.
4. Analyzing the impact of digital leadership on improving job performance.
5. Statement on the impact of organizational flexibility on improving job performance.
6. We need to see how digital leadership and organizational flexibility work together to make people do their jobs better. Digital leadership and organizational flexibility are very important for this.
7. I want to give some ideas that can help make sports management better in clubs. These ideas can really help sports management, in clubs.

### **Hypothetical research model**

This conceptual diagram illustrates the hypothesized relationships among the study variables. It points out some connections between things using arrows to show how they might affect each other. We have not actually proven that these connections exist they are just ideas, for now. The diagram is a starting point to help us understand the phenomenon we are looking at. This diagram reflects a set of assumptions based primarily on the measurability of the study variables, the comprehensiveness of the diagram, and its applicability. Figure (1) illustrates this hypothetical study diagram.



### Research hypotheses

Based on the theoretical framework and previous studies, the researcher formulated the following hypotheses.:

**H1:** There is a relationship correlation Statistically significant relationship between digital leadership and job performance.

**H2:** There is a relationship correlation Statistically significant relationship between digital leadership and organizational flexibility.

**H3:** There is a relationship correlation Statistically significant relationship between organizational flexibility and job performance.

**H4:** Digital leadership has a significant impact on improving job performance.

**H5:** Organizational flexibility has a significant impact on improving job performance.

**H6:** Organizational flexibility contributes and Digital leadership in influence on job performance.

### Study sample

The study sample consisted of (103) an individual the research sample consisted of Iraqi club presidents and coaches, selected using purposive sampling. This study adopted the descriptive-analytical approach, where the researchers aimed the study sample was selected using an electronic questionnaire designed specifically for this purpose. According to scale increments Five-point Likert, (I agree completely, I agree, Neutral, no agreed completely disagree. The study tested multiple impact hypotheses, and the data were analyzed using the program (SPSS V.25, AMOS V.25), and the researchers used relevant parametric statistics methods and structural equation modeling. (SEM)Because it suits the complex nature of research relationships.

## **Literature review**

### **Digital leadership**

Digital leadership is a contemporary management concept that has emerged strongly in light of the rapid digital transformation witnessed by modern organizations. The leaders' job is not about supervising or making routine decisions. It is about using tools, leading change and encouraging innovation. The goal is to create a work culture that can adapt to a changing and complex environment.

Digital leadership is about using technology to improve the organizations strategy. This helps to redesign processes and create long-term value. According to El Sawy et al, digital leadership is key to making transformation work. A good leader needs to have a vision for digital technology motivate employees and show them how to use technology to improve performance [1]. Digital leadership is essential for digital transformation. It is not about using technology but, about using it to achieve a goal. The leader must guide employees to use technology to improve their work not for the sake of using it.

The leader's role is to build a culture that can adapt to change. This requires a digital strategy, employee motivation and effective use of technology. Digital leadership is the foundation of a digital transformation. Researchers emphasize that the failure of many digital transformation projects is not due to weak technology, but rather to the absence of digital leadership capable of managing the accompanying organizational change [2].

From a more comprehensive perspective, it indicates [3]. Digital leadership is a leadership style that focuses on empowering employees digitally, supporting innovation, promoting continuous learning, and building a positive digital culture, which directly impacts employee behavior and job performance. As he explains that successful digital leader is one who has the ability to balance the technical and human aspects, and understands that technology does not bring about change in itself, but rather through how it is employed and managed within the organization [4]. In an organizational context, digital leadership is gaining increasing importance in organizations operating in highly competitive environments, such as sports clubs, where these organizations require speed in decision-making, flexibility in management, and the ability to communicate effectively with various stakeholders. As Digital leadership contributes to improved job performance by enhancing organizational trust, reducing job ambiguity, and increasing employee participation in decision-making [5].

### **Dimensions Digital leadership**

Digital leadership refers to a modern leadership style that focuses on employing digital technologies, fostering innovation, and empowering Employees and leading organizational transformation in complex and changing environments. This concept has received increasing attention in contemporary management literature, especially after the acceleration of transformation. Digitalin organizations [2], [4], [5]

## **Digital Vision**

Digital vision represents the leader's ability to formulate a clear strategic vision on how to leverage digital technologies to achieve the organization's future goals [6]. and that Successful digital leaders possess a comprehensive digital vision that links technology and organizational strategy, helping employees understand digital transformation trends and their role within them. Digital vision is a key factor in unifying organizational efforts and reducing resistance. Change [1], [7]. Other studies also confirm that leaders with a clear digital vision are better able to guide employees towards adopting digital technologies and reduce resistance to organizational change [8], [9].

## **Digital empowerment**

Digital empowerment refers to supporting employees with digital tools, providing training and technical knowledge, and granting them the necessary authority to use technology to improve performance [10]. Digital empowerment enhances organizational trust, increases functional autonomy, and contributes to higher levels of performance and innovation. In sports clubs, this dimension is evident through the use of digital systems in management, communication, and decision-making [3], [11].

## **Digital Innovation**

Digital innovation reflects a leader's ability to foster new ideas, adopt innovative technological solutions, and transform technology into organizational value. It underscores [4]Effective digital leadership is not merely about adopting technology, but about redesigning organizational processes in innovative ways that achieve a sustainable competitive advantage [12].

## **Digital culture**

Digital culture refers to organizational values and beliefs that encourage continuous learning, experimentation, and the use of technology. According to [2], then Building a supportive digital culture is one of the most important roles of a digital leader, due to its direct impact on employees' acceptance of change and improved performance Job.

## **Organizational flexibility**

Organizational flexibility is about how an organization can adapt to changes that happen inside and outside of it. This means the organization can respond quickly to problems and change how it uses its resources and is structured. This helps the organization keep going and reach its goals. Organizational flexibility is an idea in modern management. It is especially important, in situations where things are changing fast and are not stable. When we talk about flexibility we mean that an organization can change its structure how it does things and how people behave at work. This helps the organization deal with changes and makes it stronger and more able to compete with others as [13], [14]. Organizational flexibility is an ability that lets an organization change and adapt. It helps the organization change how it uses its people and other resources to meet the needs of the environment it's in. This helps people do their jobs better and makes the organization longer. Organizational flexibility is really important because it lets an

organization reshape itself to meet demands, which is a key part of organizational flexibility. Researchers emphasize that organizations with a high degree of organizational flexibility are better equipped to handle crises and mitigate the effects of shocks. Organizational [15] As it indicates [16]Organizational flexibility is not limited to short term adaptation, but also includes the ability to continuously learn organizationally and redesign operational processes to enhance efficiency and effectiveness. In this context, organizational flexibility plays a pivotal role in supporting innovation, improving the quality of managerial decisions, and enhancing employee satisfaction. In the sports environment, organizational flexibility is particularly important due to the constantly changing nature of the work, with its evolving technical, administrative, and financial requirements.

### **Dimensions of organizational flexibility**

Organizational flexibility (Organizational Flexibility Organizational management is a contemporary management concept that has garnered significant attention in modern organizational literature due to its pivotal role in enabling organizations to adapt to rapid changes in the competitive and technological environment. Modern organizations operate in highly unstable, complex, and constantly changing environments, requiring organizational capabilities that enable them to restructure their processes, operations, and human resources to ensure an effective response to these changes. Many researchers have pointed out that organizational flexibility represents an organization's ability to adapt its strategies, structures, and operational processes quickly and efficiently to respond to environmental changes and achieve organizational sustainability. Organizational flexibility is also a key component of dynamic capabilities that help an organization restructure its resources and capabilities to meet various environmental challenges [13], [14], [17], [18]. And this context, organizational flexibility can be viewed as an integrated system comprised of several key dimensions that work together to enhance an organization's ability to adapt and evolve. Among the most prominent of these dimensions are structural flexibility, operational flexibility, and human resource flexibility.

### **Structural flexibility**

Structural flexibility refers to an organization's ability to adapt its organizational structures and redistribute authority and responsibilities in response to changes in the internal and external environment. This dimension encompasses the organization's capacity to reduce bureaucratic complexity, streamline procedures, and adopt more flexible organizational structures that enable faster decision-making and improved information flow between management levels. Different [13], [14]. As he pointed out [19] Furthermore, flexible organizational structures, such as network structures and those based on multidisciplinary teams, contribute to fostering organizational innovation and improving the ability to respond quickly to changes in markets and technology. In the same vein, he believes [20]Structural flexibility is a key factor that enables organizations to develop their dynamic capabilities and achieve strategic adaptation in competitive

environments complex. And it explains [13], [14] that Organizations with flexible structures are better able to respond quickly to crises, reduce bureaucracy, and improve job performance.

### **Operational flexibility**

Operational flexibility reflects an organization's ability to modify operational processes and procedures quickly and efficiently. This aligns with changes in business requirements or customer needs. This dimension includes the organization's ability to redesign operational processes and modify production methods or service delivery to achieve the highest levels of efficiency and quality [16]. Operational flexibility also contributes to enhancing an organization's ability to manage crises and disruptions such as supply chain disruptions or sudden market changes, enabling the organization to quickly redirect its operations to maintain organizational performance [17]. In the same context It indicates [21] Operational flexibility is a key element in enhancing supply chain resilience, as it helps organizations quickly restructure their operations when disruptions or crises occur, thus contributing to reducing operational risks and improving the ability to respond to environmental changes.

### **Human resilience**

Human flexibility refers to the ability of an organization's human resources to adapt to changing work requirements by acquiring skills. Multifaceted, capable of performing diverse tasks, and able to respond quickly to changes in the work environment. This dimension is considered one of the most important aspects of organizational flexibility, given that human resources are the primary driver of change and development processes within the organization [15]. As he explained [22] Organizations that invest in human skills development and continuous training programs are better able to enhance the resilience of their human resources, which positively impacts individual and collective performance within the organization. In the same context, he confirms [23] Human resilience contributes to enhancing the competitiveness of organizations by enabling employees to adapt to rapid digital and technological transformations, as well as enhancing the ability to innovate organizationally and achieve institutional sustainability.

### **Job performance**

Job performance is one of the most frequently discussed concepts in management and behavioral literature, given its crucial role in determining an organization's success in achieving its goals. It is defined as. [24] Job performance is defined as the set of behaviors and actions performed by an individual within the scope of their job, which contribute directly or indirectly to achieving the organization's goals. He sees [25] Job performance is a multi-dimensional concept that is not limited to carrying out official tasks, but also includes positive behaviors that support the organizational environment, such as cooperation and initiative, as well as avoiding negative behaviors that harm the organization. These researchers assert that focusing on the behavioral dimensions of performance is a more accurate indicator of employee effectiveness.

As it indicates [26] Job performance is influenced by several organizational and psychological factors, most notably leadership style, level of organizational support, and flexibility in the work environment, as these factors contribute to enhancing motivation and improving performance quality. In sports organizations, job performance is a crucial factor in achieving administrative stability and competitive success.

### **Dimensions of job performance**

Job performance is a key variable in management studies, reflecting the efficiency and effectiveness of individuals in accomplishing their tasks and achieving the organization's goals.

### **Task performance**

Task performance refers to the extent to which an individual is able to carry out the basic job responsibilities assigned to him. He confirms [24] The performance of tasks is the essential dimension of job performance, reflecting the level of professional competence and commitment to organizational standards.

### **Contextual performance**

When we talk about performance, we are talking about the positive behaviors that people show at work which go beyond what their formal job requires them to do. This includes things like working with others taking the initiative to do things and helping out their colleagues. Contextual performance is important because it helps to create an atmosphere at work and it helps work teams to be more effective. Contextual performance is really about people doing things that help the organization to be a place to work and this type of performance is very important, for the success of the organization [25].

### **Negative behaviors or counterproductive performance**

This dimension is, about the things people do that hurt the organization or their coworkers. It is really important to stop doing these things because it shows that someone is doing a job and the organization is more stable. Reducing these behaviors is a big sign that the organization is getting better and people are doing their jobs better [27]

## **RESULTS AND DISCUSSION**

### **The practical aspect of the study**

#### **Descriptive analysis Dimensions and variables the study**

The study results show that most dimensions have a score between 3.0726 and 3.5793. This means that people in the study are somewhat aware of leadership and organizational flexibility and how they help improve job performance in sports clubs. Digital Empowerment has a score of 3.3867 with some variation in scores as indicated by a standard deviation of 0.67235. The significance level of 0.677 suggests that people understand how digital empowerment helps with decision-making and using technologies. Digital Culture comes next with a score of 3.2593 and some variation in scores as indicated by a standard deviation of 0.72691. This shows that the organization is moving in a direction adopting digital values at work. Digital Empowerment and

Digital Culture are important for improving job performance. The study's dimensions and variables are related to leadership practices and organizational flexibility. These practices and flexibility help improve job performance, in sports clubs. Digital Empowerment supports decision-making processes. Enhances employee's ability to use modern technologies.

When we talk about how flexible organizations, we look at a few different things. The part that deals with Operational Flexibility is really important. This is because sports clubs need to be able to adapt to changes and respond quickly to what needs to be done. The average score for Operational Flexibility was 3.5793. This was not a surprise because the significance level was 0.716. This means that sports clubs are pretty good at dealing with changes in their work. The Human Resource Flexibility part is also important. This is about how organizations can use and develop the skills of their employees to meet new demands. The average score for Human Resource Flexibility was 3.4770, which's a good score. It shows that organizations are able to make the most of their employee's skills when things change. Then there is the Structural Flexibility part. This is about how flexible the organizations' structure and work procedures. The average score for Structural Flexibility was 3.1970. This score is moderate which means that organizations are fairly flexible when it comes to their structures and procedures. There is room, for improvement.

When we look at how people do their jobs, we see some interesting things. Performance: the average score was 3.2326 and most scores were between 2.646 and 3.818 which means that people are pretty good at working together and taking the lead. The average score for doing the parts of the job was 3.0800, which is average. When we look at behaviors that hurt the work the average score was 5.7630, which is pretty high. This means that there might be some habits that are affecting how well the organization does and that managers should pay attention to this. At a level we see that Digital Leadership: the average score was 3.2296, which is not very significant so it seems like sports clubs are doing okay with digital leadership. The average score, for how organizations can adapt to changes was 3.4178, which is acceptable. Job Performance got the average score of 4.0252, which is pretty significant so it seems like people are doing their jobs pretty well.

The sports clubs that we looked at are pretty good at using tools and being flexible. This helps the people who work for these sports clubs do their jobs better. If the sports clubs get even better at using tools and make their organizations more flexible, they will be able to work more efficiently and perform better. The sports clubs already have a balance of digital leadership and flexibility which is great, for the people who work there.

<b>Variables and dimensions</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Importance ratio</b>
<b>Digital vision</b>	3.0726	0.74096	0.614519
<b>Digital empowerment</b>	3.3867	0.67235	0.677333

<b>Variables and dimensions</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Importance ratio</b>
<b>Digital innovation</b>	3.2000	0.70900	0.64
<b>Digital culture</b>	3.2593	0.72691	0.651852
<b>Structural flexibility</b>	3.1970	0.59949	0.639407
<b>Operational flexibility</b>	3.5793	0.53043	0.715852
<b>Human resource flexibility</b>	3.4770	0.66825	0.695407
<b>Task performance</b>	3.0800	0.87322	0.616
<b>Contextual performance</b>	3.2326	0.58652	0.646519
<b>Counterproductive work behaviour</b>	5.7630	0.54372	1.152593
<b>Digital leadership</b>	3.2296	0.52807	0.645926
<b>Organizational flexibility</b>	3.4178	0.48234	0.683556
<b>Job performance</b>	4.0252	0.51207	0.805037

### Testing the validity and reliability of the scale the study

The test results using Cronbach's alpha show that our measurement tool is very reliable. It has a level of internal consistency among its items with a reliability score of 0.950. This score is much higher than the limit of 0.70 for studies like ours that look at behavior and management. This means that the questions we asked to measure leadership organizational flexibility and job performance all work well together to measure what they are supposed to. The questionnaire items for leadership organizational flexibility and job performance all measure these concepts in a similar way. The leadership organizational flexibility and job performance were measured accurately. The Cronbach's alpha test was used. The reliability score of 0.950, for leadership organizational flexibility and job performance shows it is reliable.

The digital leadership and organizational flexibility are important here because they have an impact on job performance. The reliability of the instrument is important for the leadership and organizational flexibility studies and it is good that the instrument is reliable which is necessary for the studies on digital leadership organizational flexibility and their impact, on job performance. Therefore, it can be concluded that the questionnaire used in this study possesses a high level of statistical reliability, allowing for confident progression to advanced statistical analyses such as correlation and regression analysis, and hypothesis testing.

### Reliability Statistics

Cronbach's Alpha	N of Items
950	63

### Correlation hypothesis

The correlation of variables can be explained as follows:

The results of Pearson's correlation analysis indicate strong and statistically significant positive correlations between the main study variables, reflecting a clear and significant link between digital leadership, organizational flexibility, and job performance among club presidents in the Iraqi Football League. Specifically, the results showed a strong positive correlation between digital leadership and organizational flexibility, with a correlation coefficient of 0.814 at a statistically significant level. (Sig = 0.000), a high value indicating that a high level of application of digital leadership practices is associated with an increased ability of the organization to achieve higher levels of organizational resilience.

The results also showed a strong positive correlation between digital leadership and job performance, with a correlation coefficient of (0.822), which is high and statistically significant at the (0.01) significance level. This indicates that the adoption of digital leadership practices by administrative leaders contributes to improving the job performance of employees by promoting the use of digital technologies, developing work methods, and improving the decision-making process.

In the same context, the results revealed a strong positive correlation between organizational flexibility and job performance, with a correlation coefficient of (0.785) at a statistical significance level. (Sig = 0.000), which indicates that increasing the organization's ability to adapt to environmental and technological changes contributes to raising the level of job performance efficiency and improving work outputs within sports institutions. In general, the correlation table results reflect strong and positive correlations between the three study variables. This supports the study's theoretical framework, which posits that digital leadership contributes to enhancing organizational flexibility, and that both positively impact job performance. These results also provide a statistical basis for testing the impact hypotheses using regression or structural modeling to verify the causal relationship between these variables.

<b>Correlations</b>				
		digital leadership	organizational flexibility	job performance
Digital leadership	Pearson Correlation	1	.814**	.822**
	Sig. (2-tailed)		.000	.000
	N	103	103	103
Organizational flexibility	Pearson Correlation	.814**	1	.785**
	Sig. (2-tailed)	.000		.000
	N	103	103	103
Job performance	Pearson Correlation	.822**	.785**	1
	Sig. (2-tailed)	.000	.000	
	N	103	103	103

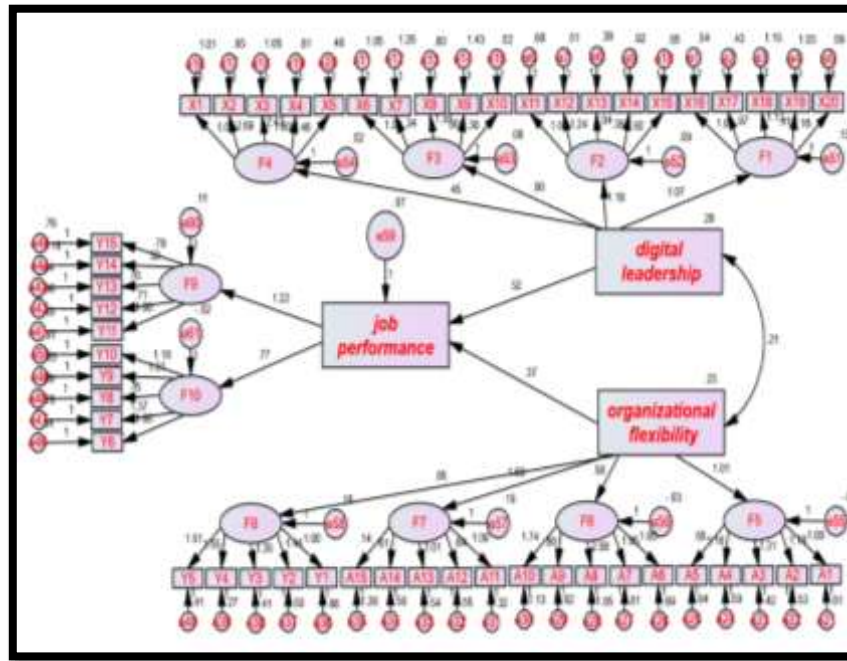
\*\*. Correlation is significant at the 0.01 level (2-tailed).

### **Influence hypothesis**

The path analysis results indicate direct, positive, and statistically significant effects among the main study variables, reflecting a clear causal relationship between digital leadership and organizational flexibility on the one hand, and job performance on the other. The results showed that digital leadership has an effect on job performance. The path coefficient is 0.525. This is a high number. To be exact the critical statistical value is 6.822, which's a lot higher than the standard value of 1.96. The statistical significance level is very low, less than 0.001. This means that the effect of leadership on job performance is statistically significant. Digital leadership really does have an impact, on job performance. This result suggests that increasing the level of implementation of digital leadership practices within sports clubs clearly contributes to improving employee job performance by employing digital technologies to support decision-making and enhance the efficiency of administrative processes. The results also revealed a direct positive effect for organizational flexibility in job performance, where the path coefficient reached (Estimate = 0.366) with a critical statistical value (CR = 4.350) at a statistical significance level ( $P < 0.001$ ), indicating that this effect is also significant. This reflects the fact that an organization's ability to adapt to environmental and organizational changes and flexibly modify its structures and operational procedures contributes to increased job performance efficiency and improved work outcomes.

By comparing impact factors, it becomes clear that the effect of digital leadership on job performance was relatively stronger than the effect of organizational flexibility. This indicates that the shift towards digital leadership is a pivotal factor in enhancing performance within sports organizations, as the use of modern technologies and digital data analysis provides greater opportunities to improve planning, organization, and control processes.

In general, the results of the impact hypothesis testing confirm the validity of the study's conceptual model, showing that digital leadership and organizational flexibility are two variables that significantly influence job performance among club presidents in the Iraqi Football League. Therefore, the impact hypothesis, which posits a statistically significant effect of both digital leadership and organizational flexibility on job performance, can be accepted, highlighting the importance of adopting this model. Administrative leadership for digital practices and the development of flexible organizational structures to enhance the efficiency of institutional performance.



**Regression Weights: (Group number 1 - Default model)**

			Estimate	SE	CR	P
job performance	<---	digital leadership	525	077	6.822	***
job performance	<---	organizational flexibility	366	084	4.350	***
F4	<---	digital leadership	447	154	2.895	***
F3	<---	digital leadership	902	168	5.358	***
F1	<---	digital leadership	1.071	129	8.300	***
F2	<---	digital leadership	1.180	141	8.360	***
F5	<---	organizational flexibility	1.006	171	5.900	***
F6	<---	organizational flexibility	580	170	3.413	***
F7	<---	organizational flexibility	1,600	126	12.678	***
F8	<---	organizational flexibility	851	148	5.762	***
F9	<---	job performance	1.219	131	9.324	***
F10	<---	job performance	773	161	4.813	***

**CONCLUSION**

**Fundamental Finding:** The descriptive analysis results showed that the level of application of digital leadership practices in sports clubs was moderate to high, indicating a trend towards adopting digital technologies in administrative and organizational processes. The descriptive analysis results showed that organizational

flexibility in sports clubs is at a relatively good level, with operational flexibility recording the highest arithmetic mean compared to the other dimensions of flexibility. The results revealed that the job performance level of the sample group was relatively high compared to the other variables, indicating the employees' ability to perform tasks with acceptable efficiency. The study looked at how leadership organizational flexibility and job performance are connected. It found that these three variables are strongly and positively correlated. **Implication:** When we looked closer at how digital leadership affects job performance, we saw that it has a positive impact. This means that when companies use leadership it helps them work better. The study also showed that organizational flexibility is good for job performance. When a company can adapt to changes it helps the people who work there do their jobs better. Digital leadership has an impact on job performance than organizational flexibility. **Limitation:** The reliability test results showed that the study instrument has a very high degree of internal consistency, with Cronbach's alpha coefficient reaching (0.950), reflecting the instrument's reliability and the dependability of its results in statistical analysis. **Future Research:** Encouraging future studies that address other organizational variables such as organizational culture, transformational leadership, and digital empowerment to understand their role in improving job performance within sports organizations.

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