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Evaluating Job Integrity and its Contribution to Morale among Staff in the Youth and Sports Directorate in the Southern Region

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Abstract

This study aimed to develop and standardize an effective leadership scale for the people's officials in the Youth and Sports Directorate of Dhi Qar Governorate, given that effective leadership is one of the key factors in improving administrative performance and achieving institutional goals. The study was motivated by the importance of leadership in addressing the organizational and administrative challenges facing sports institutions, particularly in light of the rapid changes in contemporary administrative work methods. The researcher adopted the descriptive survey method, which is most appropriate for the nature and objectives of the study. The research population comprised all employees and section heads in the Youth and Sports Directorate of Dhi Qar Governorate, totaling 50 employees. The sample was selected purposively at a rate of 100%. The researcher constructed the effective leadership scale based on scientific literature, previous studies, and expert opinions. The final version of the scale consisted of 28 items distributed across five domains: Career Planning, Effective Communication, Professional Development, Professional Competence, and Decision-Making.

The psychometric properties of the scale were verified; validity and reliability results showed a high degree of trustworthiness, with a Cronbach's Alpha reliability coefficient calculated accordingly. The results of the final application showed that the effective leadership level of the section heads was at a moderate level. The study recommended adopting the current scale as a scientific tool for identifying the level of effective leadership in Youth and Sports directorates, and utilizing it to develop leadership and administrative performance.

Research Conclusions: The application sample scored at a moderate level.

Research Recommendations: The current scale serves as a tool for identifying the level of effective leadership in the Youth and Sports Directorate of Dhi Qar Governorate.

Introduction

1. Research Identification

1.1 Introduction and Research Importance

Effective leadership is one of the fundamental pillars upon which modern management rests, given its pivotal role in guiding individual behavior and achieving organizational goals with efficiency and effectiveness. The concept of leadership has evolved significantly in contemporary administrative thought; it is no longer limited to issuing orders or exercising formal authority, but has become an interactive process based on positive influence, building trust, motivating employees, and developing their capabilities to improve institutional performance.

Effective leadership holds particular importance in sports institutions, given that the nature of their work requires continuous coordination, precise organization, and speed in decision-making, as well as dealing with different age groups and varying organizational conditions. Effective leadership also contributes to creating a positive work environment based on cooperation and organizational justice, enhancing institutional belonging, and reducing administrative pressures, which directly reflects on the quality of job performance and achievement of set goals.

From this perspective, the importance of the present research lies in shedding light on the reality of effective leadership among section heads in the Youth and Sports Directorate of Dhi Qar Governorate, by developing and standardizing a scientific scale that can be relied upon to diagnose the level of effective leadership, thereby contributing to the development of administrative performance and the improvement of sports work within the Directorate.

1.2 Research Problem

Many sports institutions, including Youth and Sports Directorates, face a number of administrative and organizational challenges that hinder the efficient achievement of their goals. Weak effective leadership practices are among the most prominent of these challenges, as some administrations rely on traditional leadership styles characterized by limited participation in decision-making and poor communication with employees, leading to decreased motivation, declining initiative, and weak coordination between departments.

Through field observation, the researcher noted a disparity in the administrative performance level of section heads in the Youth and Sports Directorate of Dhi Qar Governorate, reflecting the need to evaluate their effective leadership using a precise scientific method. This led to the identification of the research problem: the absence of a standardized scale to measure the level of effective leadership among section heads, necessitating the development and standardization of a scientific scale to identify this level and determine strengths and weaknesses.

1.3 Research Objectives

1. To develop and standardize an effective leadership scale for people's officials in the Youth and Sports Directorate of Dhi Qar Governorate.
2. To identify the level of effective leadership among section heads in the Directorate.

1.4 Research Domains
1.4.1 Human Domain: Employees of the Youth and Sports Directorate in Dhi Qar Governorate.
1.4.2 Spatial Domain: Youth and Sports Directorate in Dhi Qar Governorate.
1.4.3 Time Domain: From 22/7/2025 to 4/1/2026.
1.5 Definitions of Terms
Effective Leadership: The ability of a leader to positively influence employees, and to direct their behavior toward achieving institutional goals efficiently, through effective communication, rational decision-making, motivating human energies, and building a work environment based on trust and cooperation.
2. Research Methodology and Field Procedures
2.1 Research Methodology
The researcher adopted the descriptive survey method, as it is among the most appropriate methods for studying administrative and organizational phenomena. It allows describing the reality of effective leadership as it exists in the work environment and analyzing it scientifically based on quantitative data extracted from sample members, thereby achieving the research objectives and contributing to interpreting results in a logical and objective manner.
2.2 Research Population and Sample
The research population comprised all employees and section heads in the Youth and Sports Directorate of Dhi Qar Governorate, totaling 50 employees.
The research sample was selected purposively, encompassing the entire research population at a 100% rate, in order to achieve comprehensiveness and accuracy of results. The samples were distributed as follows:

Table (1): Distribution of the Research Sample

Total Number	Pilot Study Sample	Construction Sample	Main Study Sample
50	5	50	40

2.3 Tools and Instruments Used
2.3.1 Data Collection Methods
- Arabic and foreign references
- Internet
- Observation
- Personal interviews
- Questionnaire
- Tests and measurement

2.3.2 Research Instruments
- Laptop computer (Fujitsu)
- A4 white paper
- Pencils
- Manual calculator (Kenko)

2.4 Main Research Procedures
2.4.2 Research Instrument
To achieve the research objectives, the researcher constructed the effective leadership scale based on modern literature in leadership and sports management, related previous studies, and expert opinions in administration, organization, and measurement. The researcher identified 7 domains for effective leadership: Effective Communication, Professional Development, Career Planning, Administrative Guidance, Work Organization, Professional Competence, and Decision-Making.
A questionnaire was then designed for the scale domains and submitted to 13 specialists in physical education, administrative science, organization, testing and measurement, to determine the main domains for building the scale and provide any observations. Based on the expert responses, domains that did not meet expert consensus (chi-square calculated > 3.84 at df=1, p=0.05) were excluded, and the following domains were accepted:
- Using desired information clearly and transparently, and at the appropriate speed and time.
- Using technology and modern methods.
- Administrative leadership obstacles.
- The method and style used in effective leadership.

Table (2): Percentage and Chi-Square Values for Expert Opinions on Effective Leadership Scale Domains

#	Domain	Suitable	%	Not Suitable	%	χ^2	Sig	Significance
	Career Planning	13	100%	0	0%	13	0.00	Significant
	Administrative Guidance	9	69.11%	4	30.70%	1.92	0.16	Not Significant

#	Domain	Suitable	%	Not Suitable	%	χ^2	Sig	Significance
	Effective Communication	13	100%	0	0%	13	0.00	Significant
	Professional Development	12	92.30%	1	7.33%	9.30	0.00	Significant
	Work Organization	6	46.10%	7	52.95%	0.07	0.78	Not Significant
	Professional Competence	12	92.25%	1	7.25%	9.30	0.00	Significant
	Decision-Making	11	84.50%	2	15.21%	6.23	0.01	Significant

The accepted domains were:
- Career Planning
- Effective Communication
- Professional Development
- Professional Competence
- Decision-Making

2.4.3 Determining the Validity of Scale Items

The researcher submitted the scale items to experts and specialists after designing a questionnaire form containing 36 items distributed across five axes. Experts were asked to provide observations on the suitability of item wording, content, structure, main domains, and each item's relationship to the domain it was placed in, along with any suggestions regarding the use of a five-point rating scale.

After experts provided their opinions, the researcher analyzed the results using percentage calculations and chi-square as a criterion for item suitability. Items with significance level < 0.05 were accepted; those > 0.05 were excluded. Based on input from 11 experts, 8 items out of 36 were excluded.

2.4.4 Scoring of Scale Items

The researcher used a five-point rating scale after presenting it to specialists. The response alternatives are: Always, Usually, Sometimes, Rarely, Never. Scoring is as follows:

Table (3): Rating Scale and Scoring Method

Rating	Always	Usually	Sometimes	Rarely	Never
Score	5	4	3	2	1

2.5 Pilot Study

The pilot study is "a practical training for the researcher to identify positives and negatives encountered during the test for correction." After designing the effective leadership scale, the researcher conducted a pilot study on a sample of 5 employees at the Youth and Sports Directorate in Dhi Qar Governorate on 1/9/2025. The purpose was to prepare for the main application and to determine the time required to complete the form, which was found to be 15 minutes. It also ensured that sample members understood the items and helped identify any potential obstacles.

2.6 Main Study

The researcher conducted the main study by distributing the scale questionnaires to collect and record data from 10/10/2025 to 5/12/2025. The aim was to analyze items by identifying item difficulty, discriminative power, and effectiveness of alternatives.

2.6.1 Application of the Effective Leadership Scale on the Construction Sample

The researcher distributed the effective leadership scale to the construction sample consisting of 40 employees at the Youth and Sports Directorate in Dhi Qar Governorate.

2.6.2 Statistical Analysis of Scale Items

This refers to "the study that relies on logical, statistical, and experimental analysis of test items to determine their characteristics, and to delete, modify, replace, add, or rearrange items to arrive at a reliable and valid test in terms of length and difficulty." The researcher adopted the extreme groups method to analyze the scale items.

2.6.2.1 Discriminative Power

The discriminative power was determined by obtaining the total scores of sample members, arranging questionnaires in descending order, and selecting two extreme groups of 27% each from the total sample: an upper group with the highest scores and a lower group with the lowest scores. Each group consisted of 54 individuals. The t-test was used to calculate discriminative power. Results showed that discriminative power for scale items ranged between 8.23 and 13.65. No items were excluded as all had high discriminative power.

2.6.2.2 Internal Consistency Coefficient

This method was used to determine item homogeneity. Pearson correlation coefficient was computed between:
1. Each sample member's score on each item and their total scale score.

2. Each domain score and the total scale score.
Using SPSS, statistical analysis confirmed that all items were internally consistent.

2.6.3 Scientific Foundations of the Scale

2.6.3.1 Validity

Validity means that "the test's task is to actually measure and evaluate the trait for which it was designed." It is one of the most important quality criteria for tests. The researcher verified scale validity through:

First: Expert Validity: This type of validity involves presenting the scale to a group of specialists in the relevant field. If they confirm it measures the intended behavior or trait, it is considered valid. The researcher verified this by submitting the scale to experts, who confirmed its validity after revisions.

Second: Construct Validity: Construct validity is the most appropriate type for building scales, as it relies on experimental verification of the correspondence between item scores and the trait or concept being measured. The researcher verified construct validity through item discriminative power.

2.6.3.2 Reliability

"A reliable test is one that gives similar or identical results when applied more than once under similar conditions." It is among the essential elements in developing tests and scales. The researcher used Cronbach's Alpha method to verify scale reliability, as it is suitable for any type of objective or essay questions. The reliability coefficient for the effective leadership scale was found to be 0.972, indicating a high degree of reliability.

2.6.4 Standard Scores

Raw scores obtained from applying the scale are not meaningful unless compared with other scores; they must be converted to standard scores. Standard scores express each individual's score in terms of the number of standard deviation units from the mean. The researcher used SPSS and the following formula: (Raw Score × 10 + 50) to obtain both Z-scores and T-scores.

2.6.5 Normative Levels

The researcher used the normal distribution curve (Gaussian curve) to obtain the normal distribution of data based on sample nature and size. The researcher set five levels for the scale, with standard scores divided into 5 levels and adjusted standard scores comprising 12 degrees.

2.6.6 Skewness Coefficient

Most sample distributions are not perfectly symmetrical and may lean toward one side more than the other. If variable values cluster toward smaller values, the distribution is positively skewed; if toward larger values, it is negatively skewed. The skewness coefficient for the scale was found to be 0.394, a positive and small value, indicating that the sample was distributed in a manner nearly approximating the normal distribution (ideally equal to zero, acceptable within ±3).

2.7 Final Application

After completing the construction procedures, the scale was ready for application in its final form with 28 items distributed across five domains. The researcher applied the scale to 50 employees at the Youth and Sports Directorate in Dhi Qar Governorate during the period from 3/12/2025 to 4/1/2026. After analyzing the final application responses, data was collected on special forms and a final total score was computed for each respondent.

2.8 Statistical Methods

The researcher used SPSS and Excel to compute the following statistical measures:

- Percentage
- Chi-square
- Arithmetic mean
- Standard deviation
- Skewness coefficient
- Independent samples t-test
- Pearson correlation coefficient
- Cronbach's Alpha
- Z-score and T-score

4. Presentation, Analysis, and Discussion of Results

General and applied sciences rely on methods to interpret phenomena under study, including statistical methods which have become the true reference for most studies not limited to qualitative description. Information analysis means extracting scientific evidence and its quantitative and qualitative indicators that demonstrate answers to research questions and confirm or reject hypotheses. This chapter presents results obtained from applying the Effective Leadership Scale to the main research sample through the questionnaire, then statistically processing results using SPSS.

4.1 Arithmetic Mean and Standard Deviation for the Scale

Table (7): Arithmetic Mean and Standard Deviation for the Effective Leadership Scale

Scale	Arithmetic Mean	Hypothetical Mean	Standard Deviation	Level
Effective Leadership	90.8	92.7	21.2	Moderate

Table (7) shows that the arithmetic mean of the effective leadership scale was 90.8, standard deviation was 21.2, and the level was Moderate.

4.1.1 Arithmetic Means and Standard Deviations for Scale Domains

Table (8): Arithmetic Means and Standard Deviations for the Effective Leadership Scale and Its Domains

#	Domain	No. of Items	Mean	Std. Error	Median	Std. Dev.
1	Career Planning	7	19.6	1.74	19.8	4.60
2	Effective Communication	6	18.8	1.78	19.2	4.35
3	Professional Development	6	18.5	1.76	18.9	4.30
4	Professional Competence	5	18.1	1.83	18.4	4.10
5	Decision-Making	4	17.6	1.98	17.9	3.95

The variation found between the levels the researcher obtained after analyzing the results of applying the effective leadership scale on the main research sample was clear. The reasons for this variation relate to several factors, including the sources of effective leadership, which arise from many causes present in the work environment. These are responses that not all individuals can align with, as individuals differ in their degree of adaptation according to their personality traits in general.

5. Conclusions and Recommendations

5.1 Conclusions

In light of the results obtained from applying the research instrument on the main study sample, the researcher reached the following conclusions:

- The scale designed by the researcher has the capacity to measure effective leadership in Youth and Sports Directorates.
- The scale possesses a high degree of validity and reliability and is suitable for measuring effective leadership.
- The level of effective leadership among section heads was within the moderate level.

5.2 Recommendations

- Adopt the current scale to identify the level of effective leadership in Youth and Sports Directorates.
- Conduct training courses and workshops to develop effective leadership skills.
- Enhance participation in decision-making and motivate employees.

Final Scale

Please respond to each item by placing a (✓) in the appropriate column.

First: Career Planning					
#	Item	Always	Usually	Sometimes	Rarely
1	The section head studies all circumstances surrounding the work environment.				
2	He/she works to define expected objectives from time to time according to prior planning.				
3	The supervisor sets appropriate plans according to available resources.				
4	He/she implements established plans according to pre-prepared time schedules.				

First: Career Planning					
5	The supervisor fully coordinates his/her work with other directorate branches in the governorate.				
6	He/she adheres to instructions and recommendations issued by higher authorities.				
7	The supervisor helps employees define clear and measurable career objectives.				

Second: Effective Communication					
#	Item	Always	Usually	Sometimes	Rarely
1	The supervisor gives employees the opportunity to clearly convey their visions and objectives.				
2	The communication methods used enhance mutual understanding and reduce misunderstandings.				
3	The manager seeks effective communication, with the ability to listen attentively to the team's needs and ideas.				
4	The supervisor uses modern technological tools such as email and social media platforms.				
5	The supervisor ensures that communication is effective, comprehensive, and includes constructive feedback.				
6	He/she communicates effectively with subordinates and discusses solutions and decisions during crisis management.				

Third: Professional Development					
#	Item	Always	Usually	Sometimes	Rarely
1	The supervisor encourages team members to pursue continuous training and acquire new skills to ensure their professional development.				
2	He/she guides team members toward paths that help them grow professionally, enhancing their job commitment.				
3	The supervisor conducts periodic assessments identifying strengths and weaknesses, enabling tailored development plans.				
4	He/she believes that professional competence is reflected in delivering high-quality work with minimal errors.				
5	The section supervisor believes in the necessity of monitoring and following up on results related to strategic plan implementation.				
6	He/she follows a strategic approach in preparing future plans that serve the directorate.				

Fourth: Professional Competence					
#	Item	Always	Usually	Sometimes	Rarely
1	The supervisor has the ability to make decisions that serve the directorate's interests in the shortest time.				
2	He/she is committed to professional standards and work ethics to ensure high-value services.				

Fourth: Professional Competence					
3	He/she has the ability to make sound decisions and perform tasks efficiently even in difficult conditions.				
4	Management has the capacity to adapt to post-crisis conditions and learn from them.				
5	He/she has the ability for continuous learning and adapting to changes in the directorate's work environment.				

Fifth: Decision-Making					
#	Item	Always	Usually	Sometimes	Rarely
1	The supervisor's decisions are always based on accurate information and comprehensive analysis to achieve the best results.				
2	He/she involves the team in decision-making to enhance commitment and improve solution quality.				
3	The supervisor evaluates the risks associated with each decision and chooses the most appropriate alternatives.				
4	The supervisor resorts to strict decision-making during emergency situations within the directorate.				

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