

The Dominant Leadership Styles of Administrative Division Heads and Their Relationship with Organizational Health in the Youth and Sports Directorate in Thi Qar Governorate

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Annotation. *As a sports professional specializing in one of the universities, the researcher discovered that the interactions between managers and activity coordinators lack solid scientific foundations. Sometimes, they adopt a leadership approach, while at other times, they lean towards a more inclusive style of leadership, occasionally resorting to an authoritarian style, and sometimes adopting a lenient stance. The choice of leadership style among managers is influenced by various factors, including gender and the specific university context. Therefore, it becomes difficult to declare which leadership style prevails. The research aims to: reveal the dominant leadership patterns and organizational well-being of sports activity managers; investigate the relationship between dominant leadership styles and organizational well-being of sports activity managers. The researcher then selected the study sample, which included (100) individuals involved in sports activities. The survey sample included (8) individuals, while the experimental preparation sample consisted of (40). The main experimental sample assigned for application consisted of (40) individuals. Additionally, two study tools were formulated, focusing on leadership styles and organizational well-being, followed by the use of statistical techniques to extract the research findings, leading to several key conclusions, notably: sports activity managers in Iraq show organizational well-being. These managers embody two leadership styles (traditional and supportive). The current leadership style significantly contributes positively to the organizational well-being of the managers. The researcher proposed several recommendations, most notably: encouraging managers to explore alternative leadership styles that may achieve superior results, enhancing collaboration between managers to achieve diverse goals, and the urgent need for further studies that delve into the variables not addressed in this study and to expand the application to include different samples.*

Keywords. *Leadership Styles, Organizational Health, Sports Activities.*

Introduction to the Research

1.1 Research Introduction and Importance

Leadership is a central concern in the broad field of management. It thrives wherever a group is formed or where necessity arises. The development of leadership is deeply rooted in the fabric of our society, and its commitments grow alongside the increasing expectations of those it serves .

In navigating the complex fabric of life, the journey of leadership is determined by an individual who unites a team of employees, guides them, and inspires them toward the aspirations of public management. The vastness of organizations and the diversity of roles require a set of leadership skills and approaches .



Iraqi universities serve as vital catalysts in realizing the dreams and aspirations of society by promoting the comprehensive and integrated development of individuals. At the forefront of these institutions are sports activities, which embody the scientific and educational missions aimed at nurturing the multifaceted personality of students. The sports activity manager bears significant responsibilities in this field, acting as an educational architect who strategizes for the success of initiatives, coordinates staff efforts, and motivates them to carry out their roles with enthusiasm and efficiency.

This leadership approach has the potential to empower students to achieve their goals and foster a high-quality work environment. It becomes essential to delve into the immediate leadership behavior patterns displayed by sports activity supervisors from the perspective of students participating in university sports teams. This exploration aims to uncover a deeper understanding of these patterns to enhance the focus on employees as the cornerstone of the educational process .

Organizational health is an important topic in research and studies, celebrated for its role in amplifying efficiency and effectiveness. It is one of the new concepts introduced in scientific discourse. Many view it as a form of psychological bond developed by the individual with their organization or as a process that coordinates goals, values, and individuals into a cohesive unit. Therefore, when the individual aligns with the organization's goals, and their aspirations match those of the organization, coupled with a strong desire to thrive within it, this alignment is reflected in their performance and fulfillment of job responsibilities .

The current study is distinctive for focusing on employees involved in university teams, highlighting the exceptional among them, and thus emphasizing the importance of organizational health for leaders whose methods facilitate this success.

1.2 Research Problem

This research addresses the prevailing leadership styles among sports activity managers who play a crucial role in the success of student and scouting activities and in increasing their effectiveness. The manager, in general, plays a significant role in the lives of those working with them in the activity, affecting them in one way or another, which helps in their development, especially in healthy social development. This development directs their energies correctly and creates the appropriate environment for various life skills.

Given the vital role of the human element in achieving and sustaining organizational goals, many organizations and researchers have studied human behavior, yielding many results and recommendations. Some findings emphasize that performance is one of the essential dimensions highlighted in management literature, and many determinants must be considered. Consequently, focusing on one dimension while neglecting others or failing to understand their determinants exposes the organization to many problems and obstacles. Many organizations focus on performance task dimensions and identifying their most important determinants while overlooking organizational health. As a sports activity worker at a university, the researcher found that the style of interaction between managers and staff in sports activities is not based on scientific foundations. Sometimes, they adopt an authoritarian style, other times a democratic leadership style, at other times an autocratic style, and sometimes a lenient approach. The leadership style used by managers depends on various factors such as gender and the specific university, making it difficult to determine which leadership style is the most effective.

1.3 Research Objectives



- Adapt the measures of prevailing leadership styles and organizational health for sports activity managers.
- Identify the prevailing leadership styles and organizational health of sports activity managers.
- Investigate the relationship between prevailing leadership styles and organizational health of sports activity managers.

1.4 Scope of the Research

1.4.1 Human Scope

Sports activity managers in public and private Iraqi universities.

1.4.2 Time Scope

From 9/9/2023 to 5/6/2024.

1.4.3 Spatial Scope

Sports activities in public and private Iraqi universities.

4-4-1 Definition of Terms :

1-4-4- 1 Leadership Styles:

The classifications of how an individual behaves when leading a group. Leadership styles are also defined as the behavioral patterns that a leader adopts to influence the behavior of others, meaning the way the leader directs their followers with guidance, as well as motivates them to achieve the set goals. Additionally, leadership styles involve providing guidance, implementing plans, and motivating others. Leadership styles can be classified based on behavioral approaches and situational approaches .

Operational Definition: The style or method followed by the sports activity leader in their interactions with the workers and members of the activity, which is determined by the response of the research sample .

2-4-4-1 Organizational Health: The alignment of the organization's values and goals with those of the employee, which contributes to achieving these goals .

2 -Research Methodology and Field Procedures

1-2 Research Method :

The descriptive method is one of the most important methods that help identify the research problem, and therefore the researcher used this method as it suits this study.

2-2 Research Population and Sample :

The researcher defined the total research population, which consisted of 109 managers of sports activities from public and private universities in Iraq. The research sample was made up of 100 managers, representing 91.74% of the total population. The researcher divided the sample into 10 individuals for the exploratory sample, 40 individuals for the scale adaptation sample, and 40 individuals for the application sample, as shown in Table

Table

(1)

Sample Distribution

No.	Sample Type	Sample Size	Percentage of the Sample	Total Sample Size
1	Pilot Sample	8	8%	100



No.	Sample Type	Sample Size	Percentage of the Sample	Total Sample Size
2	Preparation Sample	40	40%	
3	Application Sample	40	40%	

2-3 Research Tools and Requirements

2-3-1 Methods of Information Collection

- Arabic and foreign sources
- Experts and specialists
- Preliminary version of the Leadership Styles Scale (Appendix 1 (
- Final version of the Leadership Styles Scale (Appendix 2 (
- Preliminary version of the Organizational Health Scale (Appendix 3 (
- Final version of the Organizational Health Scale (Appendix 4 (

2-3-2 Devices and Tools Used

- One (1) Dell computer
- One (1) stopwatch
- Blue ballpoint pens

4-2 Field Research Procedures

2-4-1 Leadership Styles Scale :

After reviewing the scientific sources and references related to leadership styles, the researcher concluded that most of these sources confirm that there are (4) domains. The researcher prepared statements for each domain of leadership styles, with 40 items for each domain (Appendix 1 - Preliminary Version). To statistically analyze the experts' opinions, the researcher used the Chi-square (χ^2) test to determine the agreement among the experts and specialists on the domains of the scale. It was found that all the domains presented to the experts and specialists for the Leadership Styles Scale were valid, as the significance value was smaller than the significance level of (0.05), as shown in Table

Table

(2)

Chi-Square (χ^2) Values for Experts' Opinions on Leadership Style Scale Domains

No.	Domain	Suitable	Not Suitable	χ^2 Value	Significance Value	Statistical Significance
1	Traditional Style	15	0	15	0.000	Significant
2	Democratic Style	15	0	15	0.000	Significant
3	Authoritarian Style	15	0	15	0.000	Significant
4	Social Support Style	15	0	15	0.000	Significant

2-4-2 Organizational Health Scale :

The researcher used the Organizational Health Scale, which was developed by the researcher and consists of (30) items distributed across three domains, with each domain having (10) items (emotional, continuous, and normative commitment). The scale is corrected as follows: (1, 2, 3, 4, 5) for positive items and (5, 4, 3, 2, 1) for negative items. The researcher adjusted the scale to fit the nature of the study sample .



2-4-2Validity of Judges :

After making the necessary adjustments to the statements of both the Leadership Styles and Organizational Health scales to align with the managers of sports activities, the scales were presented to a group of judges specialized in sports management, testing, and measurement. The researcher responded to the judges' feedback and made the necessary modifications based on their suggestions. The apparent validity involves taking the experts' opinions on whether the scales truly measure the intended variables. The validity of the scale instructions and alternatives reassures the researcher about using the scales on the main experiment sample. As a result, both scales were finalized in their preliminary form with an approval rate exceeding 85% .

Pilot Experiment :

A pilot experiment was conducted with a group of (8) sports activity managers from the main research sample, conducted by the research team on Tuesday, October 1, 2023. This experiment aimed to assess the understanding and clarity of the items and ensure the research team's comprehension .

4-4-2Main Experiment for Preparing the Leadership Styles and Organizational Health Scales :

The main experiment for preparing the study scales was conducted by the researcher from April 10 to 17, 2024, with a sample of (40) sports activity managers from universities in Iraq.

Table

(3)

Descriptive Characteristics of Leadership Styles and Organizational Health Scales

Statistical Parameters	Leadership Styles	Organizational Health
Mean (Arithmetic Average)		
Median		
Standard Deviation		
Skewness		
Standard Error		

5-4-2Psychometric Characteristics of the Leadership Styles and Organizational Health Scales :

The psychometric characteristics of the scale include its ability to measure what it was designed to measure, as well as its ability to measure the phenomenon with an acceptable degree of accuracy or with the least possible errors .

1-5-4-2Validity of the Scale :

Validity is one of the most important factors for evaluating the quality of tests and scales. A test or scale is considered valid when it truly measures the attribute or trait it was designed to assess. Validity is a standard test created by the researcher to prove the accuracy of the test and the consistency of the internal and external measurements as a reliable measurement tool.

11-5-4-2Content Validity :



Content validity was assessed by presenting both scales to a group of experts and specialists in the field of sports management, testing, and measurement to evaluate whether the scales accurately measure the phenomenon.

12-5-4-2 Discriminatory Ability of Items :

This is also referred to as the "extreme group comparison" or the "two extreme groups" method in the total score, which provides an important indicator for constructing scales or tests. It serves as evidence of discrimination. The scores of each item were arranged in ascending order from the lowest to the highest, and (33%) of the lowest scores and the same percentage from the highest scores were selected. After processing the results statistically, it was found that the items are valid since the (Sig) values were smaller than the significance level of (0.05), as shown in Tables (4, 5)

Table (6)

Shows the Discriminative Ability of the Leadership Styles Scale Items Between the Upper and Lower Groups

Item No.	Lower Group		Upper Group		Calculated T Value	Significance Value	Result
	(M)	(SD)	(M)	(SD)			
1	2.5238	0.51177	4.8571	0.35857	-17.112	0.000	Significant
2	2.0476	0.21822	4.5238	0.51177	-20.396	0.000	Significant
3	2.3333	0.48305	4.8095	0.40237	-18.049	0.000	Significant
4	2.0952	0.30079	4.619	0.49761	-19.891	0.000	Significant
5	2.2381	0.43644	4.5238	0.51177	-15.573	0.000	Significant
6	2.4286	0.50709	4.619	0.49761	-14.129	0.000	Significant
7	2.5238	0.51177	4.5714	0.50709	-13.024	0.000	Significant
8	2.0952	0.30079	4.2857	0.46291	-18.183	0.000	Significant
9	1.3333	0.48305	4.5714	0.50709	-21.188	0.000	Significant
10	1.2857	0.46291	4.3333	0.65828	-17.354	0.000	Significant
11	1.2381	0.43644	4.1905	0.67964	-16.751	0.000	Significant
12	2.6667	0.57735	5	0	-18.52	0.000	Significant
13	1	0	3.7143	0.71714	-17.345	0.000	Significant
14	2.8095	0.7496	4.7143	0.46291	-9.908	0.000	Significant
15	2.0952	0.76842	4.6667	0.48305	-12.983	0.000	Significant
16	2.2857	0.46291	4.5238	0.51177	-14.863	0.000	Significant
17	2.1429	0.65465	4.8095	0.40237	-15.903	0.000	Significant
18	2	0.63246	4.7619	0.43644	-16.471	0.000	Significant
19	2	0.7746	4.619	0.49761	-13.036	0.000	Significant
20	1.381	0.49761	4	0.63246	-14.914	0.000	Significant
21	1.3333	0.48305	4.3333	0.48305	-20.125	0.000	Significant
22	1.2381	0.43644	3.9524	0.66904	-15.571	0.000	Significant



23	2.1905	0.40237	4.5238	0.51177	-16.425	0.000	Significant
24	2.0476	0.21822	4.4762	0.51177	-20.004	0.000	Significant
25	1.5714	0.67612	4.381	0.49761	-15.336	0.000	Significant
26	1.5714	0.59761	4.381	0.49761	-16.556	0.000	Significant
27	1.6667	0.48305	4.4286	0.50709	-18.072	0.000	Significant
28	1.8095	0.7496	4.381	0.49761	-13.097	0.000	Significant
29	1.4762	0.51177	4.0476	0.74001	-13.097	0.000	Significant
30	1.5238	0.51177	3.8095	0.7496	-11.54	0.000	Significant
31	2.3333	0.48305	4.619	0.49761	-15.104	0.000	Significant
32	2.4286	0.50709	4.8571	0.35857	-17.92	0.000	Significant
33	2.0952	0.30079	4.5238	0.51177	-18.748	0.000	Significant
34	2.381	0.49761	4.4286	0.50709	-13.207	0.000	Significant
35	2.0952	0.30079	4.8095	0.40237	-24.759	0.000	Significant
36	2.7619	0.70034	4.4286	0.50709	-8.833	0.000	Significant
37	2.5238	0.51177	4.2857	0.46291	-11.7	0.000	Significant
38	3.0476	0.74001	4.6667	0.48305	-8.396	0.000	Significant
39	2.5714	0.50709	4.1905	0.40237	-11.461	0.000	Significant
40	2.619	0.49761	4.2381	0.43644	-11.209	0.000	Significant

•Significant < 0.05 at a degree of freedom (24)

The data in Table (4) indicate that all items of the scale have a high discriminatory ability between the upper and lower groups .

Therefore, no items were excluded from the scale.

Table (5)

Shows the discriminative ability of each item in the Organizational Health Scale .

#	Lower Group		Upper Group		Calculated T Value	Significance Value	Result
	(SD)	(M)	(SD)	(M)			
1	2.2778	.46089	5.0000	.00000	-25.059	0.000	Significant
2	2.1667	.38348	5.0000	.00000	31.346-	0.000	Significant
3	2.1111	.32338	4.6667	.48507	18.598	0.000	Significant
4	2.0000	.00000	4.7778	.42779	27.549	0.000	Significant
5	2.0000	.00000	4.8889	.32338	37.901	0.000	Significant
6	2.4444	.51131	4.9444	.23570	18.839	0.000	Significant
7	2.0556	.23570	4.7778	.42779	23.646	0.000	Significant
8	2.0000	.00000	4.8333	.38348	31.346	0.000	Significant
9	2.0556	.23570	5.0000	.00000	23.646	0.000	Significant
10	2.0000	.00000	4.8333	.38348	23.646	0.000	Significant
11	2.0556	.23570	5.0000	.00000	25.059	0.000	Significant
12	2.1111	.32338	5.0000	.00000	23.024	0.000	Significant
13	2.2778	.46089	5.0000	.00000	25.059	0.000	Significant



14	2.1667	.38348	4.8889	.32338	53.000	0.000	Significant
15	2.0000	.00000	4.9444	.23570	23.646	0.000	Significant
16	2.0000	.00000	4.9444	.23570	23.646	0.000	Significant
17	2.0556	.23570	4.7778	.42779	19.282	0.000	Significant
18	2.1667	.38348	4.7778	.42779	23.324	0.000	Significant
19	2.0000	.00000	4.6667	.48507	19.282	0.000	Significant
20	2.1667	.38348	4.7778	.42779	15.427	0.000	Significant
21	2.1667	.38348	4.5000	.51450	31.346	0.000	Significant
22	2.1667	.38348	5.0000	.00000	31.346	0.000	Significant
23	2.0000	.00000	4.9444	.23570	22.084	0.000	Significant
24	2.0000	.00000	4.6111	.50163	16.035	0.000	Significant
25	2.3333	.48507	4.7778	.42779	23.646	0.000	Significant
26	2.2222	.42779	4.9444	.23570	31.346	0.000	Significant
27	2.0000	.00000	4.8333	.38348	23.324	0.000	Significant
28	2.3333	.48507	4.7778	.42779	23.646	0.000	Significant
29	2.2778	.46089	5.0000	.00000	25.059	0.000	Significant
30	2.2778	.46089	5.0000	.00000	25.059	0.000	Significant

It is significant at a significance level of $< (0.05)$ and degrees of freedom (24) .(

From Table (5), it can be seen that all the items in the scale have the ability to distinguish between higher and lower levels. Therefore, no item was removed from the scale .

13-5-4-2 Internal Consistency of the Scale :

The researcher calculated the internal consistency of the scale by extracting the Pearson correlation coefficient between the score of each item and the total score of the scale from the sample. Tables (6, 7) show the internal consistency for both scales: Leadership Styles and Organizational Health.

Table (6)

Shows the correlation coefficient between the item score and the total score of the Leadership Styles Scale.



Item Number	Simple Correlation Coefficient	Significance Value	Result	Item Number	Simple Correlation Coefficient	Significance Value	Result
1	.314	0.001	Significant	21	.337	0.000	Significant
2	.347	0.000	Significant	22	.316	0.001	Significant
3	.354	0.001	Significant	23	.276	0.000	Significant
4	.310	0.000	Significant	24	.368	0.001	Significant
5	.295	0.000	Significant	25	.316	0.010	Significant
6	0.134	0.308	Not Significant	26	.372	0.000	Significant
7	.333	0.000	Significant	27	.248	0.000	Significant
8	.274	0.000	Significant	28	.240	0.000	Significant
9	.300	0.000	Significant	29	.310	0.010	Significant
10	.309	0.002	Significant	30	.270	0.000	Significant
11	.272	0.000	Significant	31	.319	0.000	Significant
12	.224*	0.000	Significant	32	.378	0.000	Significant
13	.360	0.000	Significant	33	.266	0.000	Significant
14	.323	0.000	Significant	34	.346	0.000	Significant
15	.259	0.000	Significant	35	.320	0.000	Significant
16	-0.011	0.934	Not Significant	36	.249	0.000	Significant
17	.355	0.000	Significant	37	.260	0.000	Significant
18	.350	0.001	Significant	38	.299	0.000	Significant
19	.246	0.000	Significant	39	.314	0.001	Significant
20	.274	0.001	Significant	40	.339	0.000	Significant

Significant at a significance level of $< (0.05)$ and a degree of freedom (38).

Table (7)
Shows the correlation coefficient between the item score and the total score of the Organizational Health Scale.

Item Number	Simple Correlation Coefficient	Significance Value	Result	Item Number	Simple Correlation Coefficient	Significance Value	Result
1	.294*	0.017	Significant	16	.472	0.000	Significant
2	.356	0.003	Significant	17	.364	0.003	Significant



Item Number	Simple Correlation Coefficient	Significance Value	Result	Item Number	Simple Correlation Coefficient	Significance Value	Result
3	.376	0.002	Significant	18	.388	0.001	Significant
4	.373	0.002	Significant	19	.452	0.000	Significant
5	.420	0.000	Significant	20	.313*	0.011	Significant
6	.427	0.000	Significant	21	.412	0.000	Significant
7	.443	0.000	Significant	22	.326	0.008	Significant
8	.409	0.001	Significant	23	.464	0.000	Significant
9	.316	0.001	Significant	24	.399	0.001	Significant
10	.332	0.007	Significant	25	.623	0.000	Significant
11	.244*	0.048	Significant	26	.584	0.000	Significant
12	.383	0.002	Significant	27	.378	0.000	Significant
13	.427	0.000	Significant	28	.510	0.000	Significant
14	.421	0.002	Significant	29	.452	0.000	Significant
15	.383	0.001	Significant	30	.588	0.000	Significant

Significant at a significance level of $< (0.05)$ and a degree of freedom (38)

- 13-5-4-2Reliability of the Scale :

The researcher assessed the reliability using two methods :

1. Split-Half Method:

This method measures the internal consistency of the scale items. It indicates the degree of consistency and stability when answering all the items. The consistency between the items is necessary to demonstrate the reliability of the scale. Therefore, the researcher used the split-half method, which involves dividing the items into odd and even numbers, then using Pearson's correlation coefficient and subsequently applying the Spearman-Brown formula for overall reliability, as shown in Table (8) .(

2. Cronbach's Alpha:

The researcher also computed the reliability using Cronbach's Alpha based on the sample data and extracted the reliability coefficient, as shown in Table (8) .(

Table

(8)

Shows the reliability coefficients for the scales used in the study.

No.	Scales	Split-Half Reliability	Cronbach's Alpha	Reliability Coefficient
1	Leadership Styles	0.738	0.887	0.850
2	Organizational Health	0.655	0.787	0.867

- 6-4-2Main Experiment for Applying the Leadership Styles and Organizational Health Scales :

After the scales were finalized (Appendices 2 and 4), they were applied to a sample of 40 sports activity managers from Iraqi universities. After completing the application, the researcher processed the results for analysis .

- 7-4-2Statistical Methods :



The researcher used the SPSS statistical software for social sciences to apply the following statistical methods :

- Arithmetic mean
- Standard deviation
- Median
- Skewness coefficient
- Independent sample T-test
- Pearson correlation coefficient
- Cronbach's alpha
- Spearman's equation

3Presentation, Analysis, and Discussion of Results :

In order to understand the sample's performance and level in leadership styles and organizational health, the researcher used various statistical methods to reach conclusions and interpret the results .

- 1-3Reality of Leadership Styles for Sports Activity Managers in Public Universities :

The researcher presents the statistical description and hypothetical mean for the leadership styles scale and discusses it .

In Table (9), the researcher shows the statistical description of the data for the sample's leadership styles and checks the significance of the scale, in addition to identifying the sample's level based on the hypothetical mean.

Table (9)

Shows the arithmetic mean, standard deviation, skewness coefficient, median, calculated T-value, significance value, and the type of difference for the leadership styles scale.

Scale	Arithmetic Mean	Standard Deviation	Skewness Coefficient	Median	T-value	Significance Value
Leadership Styles	123.5862	15.13105	0.119	123.000	4.825	0.000
Hypothetical Mean	114					

3-1-1 - Statistical Description and Hypothetical Mean for the Leadership Styles Scale Categories and Discussion

Table (10)

Shows the arithmetic mean, standard deviation, T-value, and significance value for the categories of the leadership styles scale.



Variable	Hypothetical Mean	Arithmetic Mean	Standard Deviation	T-value	Significance Value	Type of Difference
Traditional Style	27	31.6552	4.00680	8.848	0.000	Significant
Democratic Style	27	28.4483	6.98663	1.579	0.120	Not Significant
Dictatorial Style	30	27.8103	7.44207	-2.241	0.029	Significant
Social Support Style	30	35.6724	3.15332	13.700	0.000	Significant

4-3 Discussion of Leadership Styles Results :

From Table (9), it is clear that the mean score is higher than the theoretical mean, and the significance value of (0.000) after conducting the (T) test is less than the significance level of (0.05) for the Leadership Styles scale. However, after analyzing the leadership styles as shown in Table (10), which was one of the researcher's objectives to identify the dominant leadership style among sports activity managers, it was found that they predominantly exhibit the traditional leadership style and the social support style. In contrast, the authoritarian and democratic styles were not characteristic of the sample, as their mean scores did not show a significant difference from the theoretical mean .

The researcher attributes this to the fact that the educational process is inherently social in its content, goals, and purpose. Its goal is to prepare students to meet the requirements of the educational process, which is comprehensive and inherently traditional, enabling managers to achieve and control the entire process. Curriculum organization refers to the approach that relies on arranging educational situations with different knowledge patterns, experiences, and activities that help achieve clear curriculum objectives. These objectives, in turn, allow for the evaluation of their educational outcomes in light of achieving these goals.

The differences in the approach to organizing educational situations stem from differences in their objectives and systematic organization. Some curriculum models focus on logic-based foundations, emphasizing knowledge and maintaining a logical structure in their organization and delivery to learners. Other organizational models rely on psychological foundations, which focus primarily on the learner by addressing their needs, inclinations, and abilities, such as the activity-based curriculum, unit-based curriculum based on experience, humanistic curriculum, and technological curriculum.

Creating a new organizational atmosphere must prevail in the administrative process, ensuring that it respects principles, values, traditions, norms, and concepts. Additionally, training staff and raising their awareness and understanding of administrative techniques and requirements is essential. A significant role is played by administrative leadership in achieving internal coherence of leadership behavior patterns. This coherence unifies these patterns and directs them toward achieving their mission. The educational process is fundamentally a human process, characterized by human activity, with human goals, and implemented by a human institution for the benefit of the individual. Therefore, educational leaders must develop an understanding of how to lead and interact with individuals, ensuring they put in their maximum effort in their designated roles with conviction

3-5 The Reality of Organizational Health for Sports Activity Managers:



Table (11)

Shows the mean, standard deviation, skewness, computed t-value, and significance value for the Organizational Commitment Scale.

Variables	Hypothetical Mean	Actual Mean	Standard Deviation	Skewness	T-Value	Significance Value	Type of Difference
Organizational Health	80	95.6809	9.47914	-0.259	7.766	0.000	Significant

3-7 Discussion of Organizational Commitment Results:

From the results of the (T) test and the comparison between the achieved mean and the theoretical mean of the scale, which is (80), it is evident that there are statistically significant differences in favor of the achieved mean. The significance value was (0.000), which is smaller than the significance level of (0.05). Additionally, the achieved mean is higher than the theoretical mean of the scale, which confirms that the sample's level of organizational health is good, as shown in Table (11).

The researcher attributes this result to the fact that adherence to organizational procedures reflects the manager's attitude toward their sports activity. It includes a strong desire to remain a part of it, and the employees put in extra efforts in their work. Individuals with good mental health are a source of strength that helps the organization persist. Organizational commitment represents the phase in which an individual accepts their colleagues in order to benefit from their experiences and knowledge to advance in their career path, particularly in motivation and promotion.

Organizational health is one of the fundamental pillars that support sports activities. It is considered a crucial factor in the success or failure of any organization, especially in our current era, which is characterized by organizations. Organizational health, as a positive and intangible state, is something that an individual feels towards their union or the organization they work for. The researcher emphasizes that managers must undergo training, preparation, and experience, focusing during that period on securing their acceptance in the sports activity. They must also adapt to the new environment, reconcile their personal goals and attitudes with the objectives and goals of the activity, and seek to prove themselves in their role

3-8 - Correlational Relationship Between Leadership Styles and Organizational Health Table (12)

Shows the correlation coefficient results between the leadership styles scale and the organizational health scale.

Scales	Leadership Styles	Organizational Health	Significance Value
Leadership Styles	100	0.664	0.000
Organizational Health		100	

Table (12) shows the significance of the correlation between the two scales, indicating a strong relationship that positively affects performance within the sports activity. The researcher attributes this to the fact that both variables play a prominent role in the organizational process, which is essential for administrative work. Additionally, the leadership style observed appears to be aligned with the organizational health of sports activity managers, as well as the positivity of these variables in creativity, innovation, and enthusiasm. This, in turn, will impact critical decisions in a way that does not negatively affect the overall atmosphere of sports activities and related programs.



The researcher believes that the achievements made in sports activities are a result of the good relationship between the dominant leadership styles and the organizational health of the responsible managers. This requires administrators and those involved in joint work to interact effectively, with trust and commitment, to avoid misunderstandings that could undermine confidence among them. Therefore, the achievements of most sports activities stem from this relationship, as administrative and technical success depends primarily on performance rather than the personal traits of the administrator.

4 Conclusions and Recommendations

1-4 Conclusions

Based on the discussion and analysis of the research results, the researcher concludes the following:

1. A leadership style scale for sports activity managers has been developed.
2. An organizational health scale for sports activity managers has been developed.
3. Both scales (leadership style and organizational health) are easy to apply and were accepted by the sample.
4. Sports activity managers in Iraq have good organizational health.
5. Sports activity managers have two predominant leadership styles: traditional and social support.
6. The prevailing leadership style positively impacts the organizational health of managers.

2-4 Recommendations

1. Empowering Managers: It is important to empower managers to adapt to different leadership styles.
2. Developmental Training: Implement developmental training programs that focus on the findings of this research.
3. Periodic Use of Scales: Regularly apply the scales used in this research to assess sports activity managers.
4. Encouraging Different Leadership Styles: Encourage managers to adopt other leadership styles that may yield better results.
5. Promoting Collaboration: Motivating managers to collaborate in achieving diverse goals.

Further Studies: Conduct additional studies that explore variables not addressed in the current research, as well as applying them to other sample groups.

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