



Spiritual leadership and its relationship to professional compatibility among workers in the directorates of youth and sports in Thi Qar Governorate

Noor Ghani Hussain

Iraq - University of Thi-Qar - College of Physical Education and Sports Sciences

Article history:

Received: 15/ 2/ 2025

Received in revised from: 15/ 3 /2025

Published online: 11/4/ 2025

Keywords:

spiritual leadership,
muscle strength,

Workers in Youth and Sports

ABSTRACT

The research aims to prepare the scale of spiritual leadership among workers in the directorates of youth and sports in Dhi Qar Governorate and to identify the levels of spiritual leadership and the efficiency of professional compatibility among workers in the directorates of youth and sports in Dhi Qar Governorate. The researcher used the descriptive approach using the survey method to suit the nature of the current study. The research community was determined by the workers in the Directorate of Youth and Sports in Dhi Qar Governorate, which numbered (300) and the research sample was about (250) of the workers and by (85%٪) and the sample members were selected randomly. The sample was divided into an exploratory sample of (25) workers, a sample of (125) workers, and a sample of application (100) workers.

The measure of spiritual leadership and professional compatibility was applied. The statistical kit (SPSS) was used. The researcher came out with a set of conclusions distributed levels of workers between excellent to very weak and concentrated most of the grades in the excellent degree and very good. The researcher recommends Work to deepen the concept of spiritual leadership among employees through the establishment of training courses for sports psychology and dealing in a team spirit with players.

Corresponding Author :

009647818416991

1- Definition of the research:

1.1 Introduction and importance of the research:

Job creativity, organizational commitment and professional compatibility represent the basic and important elements in the success of any institution, and this requires the need to create an encouraging environment for the development of capabilities and distinguished creative energies that contribute effectively to the progress of the educational institution and establish stability in it in a way that enhances and improves the quality of job work and the employment of a career creativity approach, excellence and renewal at work. Perhaps one of the most important factors affecting this is commitment and professional compatibility, as they greatly affect the formation of the behaviors and beliefs of working individuals, as well as affect the practice of work practiced in the sports activity department.

Professional compatibility of important areas at work, and this importance is due to two basic factors that the individual spends a large proportion of his time in the field of work, as well as the compatibility of the individual with his work, it includes the compatibility of the individual to the various environmental factors that surround him at work and compatibility with himself and his own abilities and with his tendencies and temperament and this professional compatibility, which is represented in the worker problem with himself and with others and reflected his actions negatively in the organizational construction of work. Professional compatibility is a state of harmony between the individual and his work, so that it makes him satisfied with his work, and satisfactory with him, as satisfaction with work or job is a primary goal of the Department of Sports and School Professional Activity.

1.2 Research problem:

Through the follow-up of the researcher, I found some coaches enjoy a good relationship with the players, unlike others, there is a gap between them and the players .

The coach has an impact on the players and the formation of their personality in terms of vitality and activity towards a better achievement and because of its positive impact on the team's achievement (Jawaid, 2024).

Considering that the profession of sports coaching is related in particular to the capacity of spiritual leadership and the behavior of the profession in the main degree, due to its effective role in influencing the results of teams in competitions, which reflects positively sometimes and negatively at other times, as this was done in a way that is inconsistent with the players inside and outside the field .

1.3 Research Objectives:

- 1- Preparing the spiritual leadership scale among workers in the directorates of youth and sports in Dhi Qar Governorate.
- 2- Identifying the levels of spiritual leadership and the efficiency of professional compatibility among workers in the directorates of youth and sports in Dhi Qar Governorate.

1.4 Hypotheses

- 1- There is a statistically significant relationship between spiritual leadership and employees of the directorates of youth and sports in Dhi Qar Governorate.
- 2- There is a statistically significant relationship between the efficiency of professional compatibility and the employees of the directorates of youth and sports in Dhi Qar Governorate.

1-5 Research Areas :

- 1- Human field: Workers in the Directorate of Youth and Sports in Dhi Qar Governorate.
- 2- Timeline: 17/11/2024 to 20/1/2025
- 3- Spatial Area: Directorate of Youth and Sports in thi Qar Governorate

1.6 Definition of terms:

- 1- Spiritual leadership: Spiritual leadership seeks more confident and loyal workers to the sublime connotations and seeks to build directorates and clubs with a spiritual-ethical flavor that move players towards higher performance.¹
2. Professional compatibility: means all experiences, information, knowledge and skills that appear in the patterns of behavior and behavior of employees and through the exercise of their role when they interact with the various elements of the educational situation.

2- Research methodology and field procedures:

1 - 1 Research Methodology:

The researcher used the descriptive approach in the survey method to suit the nature of the current study.

2.2 Research community and sample:

The researcher identified the research community with workers in the Directorate of Youth and Sports in Dhi Qar Governorate, which numbered (300) and the research sample was about (250) of workers and by (85%%) and the sample

members were selected randomly . The sample was divided into a survey sample of (25) workers, a sample of (125) workers, and a sample of application (100) workers.

2.3 Means and devices used in research:

- Arabic sources.
- Internet .
- Observation .
- Time management and morale scales.
- White Paper (A4)
- Blue ballpoint pens
- Computer (no laptop) type (DELL)
- Manual calculator type (Kenko)

2-4 Field Research Procedures:

2.4.1 Procedures for preparing the standards of spiritual leadership and professional compatibility:

- 1- The researcher relied on the spiritual leadership scale prepared by (Osama Ahmed Abdullah Al-Bayoumi)

Consisting of (24) distributed over the six areas and after reviewing the literature related to spiritual leadership, the researcher identified five areas of the scale in its initial form, represented in the areas of (organizational commitment, vision, love of altruism, hope and faith, meaning) and according to their relative importance

A questionnaire ^{*was prepared} and presented to a group of experts and specialists in physical education and sports sciences, numbering (15) ^{*experts ()} and after presenting and processing statistically by the Ka2 law of independence to find out the significance of the differences between the concurring and disagreeing experts on the areas of the spiritual leadership scale, the researcher kept the areas in which the calculated value of Ka2 was greater than its tabular value of 3.84 and the level of significance of 0.05 while Delete the domain whose calculated value was less than the tabular and add the two domains that were added by the experts, so the domains of the spiritual leadership scale were reached. As shown in Table 1.

Table 1

Determining the validity of the spiritual leadership scale domains

Significance Statistics	Value (Ka2)		Expert Agreement		Spiritual Leadership Scale Areas	t
	Tabular	Calculated	Disagree	I agree		
Acceptable moral	3.84	15	0	15	Regulatory Compliance	1
Acceptable moral		15	0	15	Vision	2
Acceptable moral		15	0	15	Love of altruism	3
Acceptable moral		15	0	15	Hope and faith	4
Moral is unacceptable		8.06	13	2	Meaning	5

3-4-1-3 Determine the relative importance of the areas of the spiritual leadership scale

The fields vary in the extent of their representation or the degree of their measurement of spiritual leadership, as some areas are more important than others for workers, so the relative importance of each of these areas should be known, so it was necessary to determine the relative importance of each area in order to exclude the field of relative importance less than the acceptable ratio, and in order to formulate the number of paragraphs of the scale of each field on According to its relative importance, that is, the number of paragraphs of the field of great relative importance is more than the number of paragraphs of the field of low relative importance in order to allow the important areas to appear in the scale ⁽³⁾, where the researcher relied on determining the relative importance of the proposed areas and polled the opinion of experts ^(*), whose number was (11) experts and then statistical work on the results of the questionnaire of the scale as follows (MAKTOOF, 2023):

3.4.1.4.1 Exploratory experiment

The researcher conducted the exploratory experiment to verify the clarity of the scale instructions and paragraphs, their accuracy, the suitability of alternatives, the extent to which youth and sports workers in Dhi Qar Governorate are

accommodated, and the ambiguity diagnosis and identification of errors in advance before conducting the basic experiment.

3.4.1.5 Application of the standards of spiritual leadership and professional compatibility on the sample numbers:

The spiritual leadership and professional compatibility scales were applied, with the help of the assistant work team, on the sample of (125) workers for the period from Sunday (15/12/2024) until Tuesday (30/12/2025) at the headquarters of the Directorate of Youth and Sports in Dhi Qar Governorate.

3.4.1.6 Statistical analysis of the paragraphs of the spiritual leadership scale

First: The discriminating ability of the paragraphs Spiritual Leadership Scale

The purpose of its use is to reveal the discriminatory ability of the paragraphs of the spiritual leadership scale, as this method is one of the appropriate methods to distinguish the paragraphs, through the statistical analysis of the sample of (85) factors and to calculate the discriminatory ability, the good test is the one that succeeds in distinguishing between the testers so that it achieves the natural trend, so the researcher after collecting and unloading the research data By arranging the raw grades of the scale in descending order from the highest degree to the lowest degree, where (27%) was chosen from the upper and lower in order to show the ability of the chosen scale to distinguish between the members of the research sample using the statistical bag, where (Kelly) indicates that (27%) of the upper groups and (27%) of the lower groups are the best percentage by which you get the highest discrimination coefficients⁽¹⁾. (27%) of the total upper scores of the scale were (23) trainers whose scores ranged between (89-86), as well as (27%) of the lower scores in the scale and numbered (23) trainers whose grades ranged from (75-62), and then the statistical test (t) was used for two independent samples (Independent Samples t-test) for each paragraph separately to find out the differences between the groups, and after processing the results of the workers Statistically, it was found that the paragraphs of the scale used in the research have a high discriminatory ability between the upper and lower groups because the value of (sig) for most paragraphs is smaller than the value of the error rate (0.05) at the degree of freedom (83) except for paragraphs (30,26,21,5,2,1), so the value (sig) was greater than the error rate (0.05) and then it was deleted to keep the scale consisting of (24) paragraphs, and table (2) shows that.

Table (2)

Shows the arithmetic mean, standard deviation of the upper and lower groups, calculated T value and its significance in calculating the discriminating power of the spiritual leadership scale

Power of discrimination	Sig	Calculated t-value	The minimum group of 23		The top 23 groups		Paragraphs
			Standard deviation	Arithmetic mean	Standard deviation	Arithmetic mean	
Unmarked	0.323	1.000	0.208	2.956	0.000	3.000	1.
Unmarked	0.155	1.447	0.288	2.913	0.000	3.000	2.
Characteristic	0.000	8.737	0.421	1.782	0.387	2.826	3.
Characteristic	0.000	3.761	0.499	2.608	0.000	3.000	4.
Unmarked	0.737	0.339	0.448	2.739	0.421	2.782	5.
Characteristic	0.000	11.247	0.426	2.000	0.000	3.000	6.
Characteristic	0.000	11.952	0.499	1.608	0.208	2.956	7.
Characteristic	0.000	6.541	0.599	1.782	0.421	2.782	8.
Characteristic	0.000	6.435	0.387	2.173	0.344	2.869	9.
Characteristic	0.000	6.062	0.548	2.130	0.288	2.913	10.

Characteristic	0.00	9.046	0.486	1.652	0.387	2.826	11.
Characteristic	0.00	9.581	0.448	1.739	0.344	2.869	12.
Characteristic	0.00	9.789	0.486	1.652	0.344	2.869	13.
Characteristic	0.03	2.152	0.387	2.826	0.000	3.000	14.
Characteristic	0.00	8.894	0.470	1.695	0.387	2.826	15.
Characteristic	0.00	7.609	0.548	2.130	0.000	3.000	16.
Characteristic	0.00	6.423	0.486	2.347	0.000	3.000	17.
Characteristic	0.04	2.106	0.448	2.739	0.208	2.956	18.
Characteristic	0.00	4.984	0.650	2.173	0.288	2.913	19.
Characteristic	0.00	7.342	0.596	2.087	0.000	3.000	20.
Unmarked	0.18	1.340	0.486	2.652	0.387	2.826	21.
Characteristic	0.01	2.530	0.506	2.434	0.421	2.782	22.

Chara c t e r i s t i c	0.00 0	4.114	0.506	2.565	0.000	3.000	23.
Chara c t e r i s t i c	0.05 0	2.011	0.518	2.782	0.000	3.000	24.

Second: Internal consistency coefficient

This method is the second indicator that shows the ability of a paragraph to discriminate, and this method is based on calculating the correlation of the score of each paragraph of the scale with the total score of the scale itself.

It is noteworthy that this procedure provides the scale with several advantages : It shows how interrelated the paragraphs of the scale are between them.

- 1- The discriminatory power of the paragraph is similar to the discriminating power of the paragraphs of the scale as a whole.
- 2- This procedure makes the scale homogeneous in its ability in that each of its paragraphs measures the attribute.

First: A correlation between the degree of the paragraph and the degree of the field of the scale of spiritual leadership

Pearson's correlation coefficient was used to extract the correlation between the scores of each paragraph for the degree of the scope of the scale in order to verify the significant significance of the correlation coefficient between the 24 paragraphs, and after calculating the correlation coefficient for each paragraph in the field degree, the calculated value of the correlation coefficient was compared with the critical tabular value, the level of significance (0.05) and the degree of freedom (83) that all correlation coefficients were a function. Table 3 illustrates this.

Second: A correlation between the degree of the paragraph and the total score of the spiritual leadership scale

It is not surprising that there is more than one method in the analysis of the paragraphs of the scale and the correlation between the degrees of the scale is one of these methods, (Jaweed, 2025) so the Pearson correlation coefficient was used to extract the correlation between the scores of each paragraph and the total degree of the scale in order to verify the significant significance of the correlation coefficient between the paragraphs (24)), and after calculating the correlation coefficient for each paragraph with the total degree, the calculated value of the

correlation coefficient was compared with the critical tabular value, the level of significance (0.05) and the degree of freedom (83) that all correlation coefficients were a function, and the scale remained consisting of (24) items and table (4) shows that.

Table (3)

Shows the correlation coefficients of the score of each paragraph with the total score of the spiritual leadership scale

Significance	Correlation coefficient	Paragraphs	Significance	Correlation coefficient	Paragraphs
function	0.592	13	function	0.623	1
function	0.522	14	function	0.608	2
function	0.676	15	function	0.531	3
function	0.520	16	function	0.578	4
function	0.550	17	function	0.670	5
function	0.446	18	function	0.663	6
function	0.490	19	function	0.596	7
function	0.461	20	function	0.588	8
function	0.488	21	function	0.466	9
function	0.469	22	function	0.418	10
function	0.589	23	function	0.558	11
function	0.472	24	function	0.524	12

Third: A correlation between the score of the field and the total score of the scale of spiritual leadership

The Pearson correlation coefficient was calculated between the total degree of the scale and the degree of the field, in order to verify the significant significance of the correlation coefficient between the paragraphs (24), and it appeared that all correlation coefficients are statistically significant because the calculated T values are greater than the tabular value of (0.134) at the level of significance (0.05) and the degree of freedom (83), and table (5) shows that.

Table (4)

Coefficients of correlation of the degree of the field with the overall score of the scale of spiritual leadership

Wisdom	Sense of importance	Hope and faith	Love altruism	Vision	Regulatory Compliance	Domain
0.782	0.816	0.842	0.901	0.900	0.873	Correlation coefficient of the degree of the domain with the total score of the scale

3.4.1.6.1 Standard characteristics of the Spiritual Leadership Scale

It is necessary to have the property of honesty and stability available in the construction of the scale because they are considered one of the priority things, although honesty is more important than stability because the honest scale is fixed while the fixed scale is not honest as the scale may be homogeneous in its paragraphs, but it measures a feature other than that prepared to measure and that the availability of conditions in the preparation of the scale is of great importance in confirming the safety of this construction and the most important of those conditions (Jaweed, 2025):

3.4.1.7 Validity of the two scales

Virtual honesty

The authenticity of the spiritual leadership scale was verified by presenting its paragraphs to a group of experts and specialists in order to ensure the validity of their paragraphs and their suitability for measurement.

3.4.1.8 Formative (constructive) honesty

Both statistical methods, namely the terminal groups and the internal consistency coefficient, were adopted in verifying the validity of the scale, as the discriminating strength of the paragraphs was calculated, and the internal consistency coefficient was calculated by calculating the correlation between the score of each paragraph and the total score of the spiritual leadership scale.

3.4.1.9 Stability of the two scales

To verify the stability of the spiritual leadership scale, the stability of the half fraction was used, as the half fragmentation was calculated by isolating the individual paragraphs from the even paragraphs and in order to know the homogeneity between the odd and even paragraphs and then calculate the correlation coefficient between them, so the value of the correlation coefficient

between the two halves was (0.89) and where this indicator is concerned with half of the vocabulary, it was The Spearman-Brown equation must be used to identify the magnitude of the stability coefficient for all vocabulary. After the statistical procedure of this equation, the value of the stability of the entire scale was (0.94), which is a high value, which indicates that the scale is constant.

2.5 Statistical Methods :

The researcher used the statistical bag (SPSS) for the social sciences to extract the following means:

- 1- Arithmetic mean.
- 2- Standard deviation.
- 3- Simple correlation coefficient (Pearson).
- 4- Spearman Brown equation.
- 5- T-test for two independent samples.

4- Presentation, analysis and discussion of results:

4.1 Presentation, analysis and discussion of the results of the Spiritual Leadership

It is clear from Table (6) that the arithmetic mean and standard deviation of the spiritual leadership scale working in youth and sports has reached (61.50) with a standard deviation of (7.30), and the hypothetical mean reached (48), which indicates the existence of an average level of spiritual leadership among the individuals of the study sample in general.

4.2 Presentation, analysis and discussion of the results of the Professional Conduct Competency Scale:

Significance	Sig	Degree of freedom	T	Hypothetical mean	Standard error	Standard deviation	Arithmetic mean	Variable
Moral	0.000	27	19.529	56	0.441	5.57	76.57	Professional Conduct

It is clear from Table (7) that the arithmetic mean and standard deviation of the scale of professional behavior among volleyball coaches, has reached (76.57) with a standard deviation (5.57), and that the hypothetical mean amounted to (56), which indicates an average level of professional behavior among the individuals of the study sample in general .

Percent age	Verified number	The extent of the raw grades of the trainers	Levels
35.71%	10	80.85 - 84	Excellent
10.71%	3	77.68 - 80.84	Very good
17.85%	5	74.51 - 77.67	Good
21.42%	6	71.34 - 74.50	Acceptable
3.57%	1	68.17 - 71.33	Weak
10.71%	3	65 - 68.16	Very weak

From the two tables (7 and 8), it was found that the hypothetical mean of the professional compatibility scale is (56), while the arithmetic mean was (76.57), the standard deviation (5.57) and the significance level (0.00), which indicates that the sample level is higher than the hypothetical mean, as well as Table (2) shows that the number of sample members who fell at an excellent level is (10) and the number of those who fell at a very good level (3), while the number of sample members who fell at a good level is (5), which is n They fell into an acceptable level of (6), those who fell into the low level (1) and the number of those who fell at a very low level (3) only.

The researcher attributes the reason for the occurrence of the sample members at the two levels of excellent and very good to the enjoyment of the sample members with the outcome of positive experiences they gained from the multiple situations that the athlete is exposed to during learning, training and competitions that lead to behavior change and upgrading that **others observe on their behavior** as coaches and through the performance of their duties and this confirms that professional compatibility means all experiences, information, knowledge and skills that appear in patterns of behavior and behavior (workers) and through the exercise of their role when interacting with the various elements of the educational situation (MAKTOOF, 2023)

The two levels are good and acceptable, the researcher attributes the reason for the occurrence of the sample members in them to neutrality and moderation in the behavior of coaches, which indicates that the acquisition of coaches is not limited

to positive behavior only, and this may be due to the conditions of the psychological state and the situations experienced by the coach during the competitions.

The negative decline in the general behavior, which is determined by gaining negative behavior only or escalating it as a reaction to the behavior of others and this behavior is transmitted between them and for this reason the researcher attributes the reason for the occurrence of the sample members who fell at the two levels weak and very weak.

5. Conclusions and recommendations

5-1 Conclusions

- 1- The levels of employees were distributed between excellent to very weak, and most of the grades were concentrated in the excellent and very good class.
- 2- The results showed that most of the employees have good professional behavior .
- 3- The results show that most of the employees also have good spiritual leadership .

5-2 Recommendations

- 1- Work to deepen the concept of spiritual leadership among employees through the establishment of training courses for sports psychology and dealing in a team spirit with players.
- 2- The need to establish development courses to consolidate the concept of professional compatibility among employees and a sense of responsibility at work, especially in the days of competitions.
- 3- Conduct studies to follow up on spiritual leadership and professional compatibility efficiency .
- 4- The need to give qualitative lectures to workers during workshops and
- 5- courses held for them by specialists in the field of sports psychology

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