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Leadership behavior of directors of national centers for sports talent care in Diyala Governorate from the perspective of their employees

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ABSTRACT

Identifying the leadership behavior of managers of National Centers for the Care of Sports Talent in Diyala Governorate from the perspective of their employees. The research sample consisted of 68 employees. The research relied on a descriptive approach using a survey method to suit the nature of the problem. To achieve this, a questionnaire was initially designed for this purpose, consisting of (25) items, each with a weighted scale on a three-dimensional Likert scale to assess leadership behavior. Scientific principles were used. After obtaining and discussing the results, the researcher reached several conclusions, the most important of which is that the leadership behavior of center managers plays an excellent role in the success of the administrative process and raising the level of employees.

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*Leadership behavior,
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Introduction:

Management is considered the cornerstone and pillar on which all community institutions are based, as they are sports, government and commercial in achieving its goals are strategic in preparing generations for a better life capable of facing the requirements of this development, and in order to successfully complete this construction, leadership behavior needs efficient management, and a leadership personality capable of leading the administrative process in order to achieve the goals in the easiest way and at the lowest costs, as the directors of the National Centers for the Care of Sports Talent play the main role in leading efforts and directing them in the right direction, and works to Unifying forces and exerting energies to reach and improve those working with him on the one hand, and the whole society on the other hand. (beautiful babe (2007

Thus, the success of the institution in performing its tasks depends to a large extent on the effectiveness of its departments and its ability to direct the administrative process towards the goals set for it, as long as the success of each work in general depends on those in charge of it and the extent of their sincerity and efficiency, especially the managers, because they constitute the leading element in the administrative process. It works to implement it in letter and spirit, and constantly refers to it and keeps pace with the amendments and renewals that occur therein. (Abbasi 2008)

Leadership represents an important axis in the management of institutions as it is a process of influencing others, and making them work with love and perseverance in the implementation of activities, and with the important developments in the work environment, a new trend has emerged in institutions, similar in educational institutions that calls for abandoning the traditional concept of leadership based on hierarchy, guardianship and the authority of the center, new leadership behaviors that encourage cooperative work, participation in decision-making, caring for employees, and promoting their growth in a humanistic ethical context in which the advancement of the institution, and its production coincides with caring for and caring for the individual Leadership is one of the main functions concerned with the processes of guidance, development, and modernization in the performance of institutions, and an important element to activate the ability of organizations to perform their role and achieve their goals, and the behavior and attitudes of leaders represent an important indicator in knowing the type of efforts made by them. (Al-Farhati Al-Sayed, 2020)

The importance of the research lies in the fact that the leadership behavior of leaders creates the vision, deals with parties from inside and outside the organization, and inspires, that the managers of the centers also work to implement strategies that make the vision a tangible reality, and deal with the employees and follow up on things to ensure that they do the right things in the right way, and in order to achieve the good functioning of the National Centers for the Care of Sports Talent, this category, which leads the employees, has been highlighted by studying the level of leadership behavior (Dalal Nayef, 2023)

1-2 Research Problem:

The researcher noted that the leadership behavior of the managers of the National Centers for the Care of Sports Talent in Diyala Governorate from the point of view of its employees requires the ability of the managers to use strategies that contribute to regulating their emotions and behaviors to face many changing situations that may cause problems and obstacles for the workers as well as performance and it is imperative for them to overcome and face them.

1-3 Research Objective:

Identifying the Impact of Administrative Behavior of the Directors of the National Centers for the Care of Sports Talent in Diyala Governorate from the Perspective of its Employees

1.4 Human Field: Employees of National Talent Care Centers

1- 5Temporal Domain: It was for the period from 21/2/2025 to 20/3/20225

1-6 Spatial Field: National Centers for the Care of Sports Talent in Diyala Governorate

Research Methodology Field Procedures:

Research Methodology:

In order to achieve the objectives of the study, the researcher used the descriptive method to suit the nature of the research problem, the research community consists of all the employees of the National Centers for the Care of Sports Talent in Diyala Governorate, which are (80) and the research sample was taken randomly, and it was limited to (68) who make up the research sample population. As in Table (1)

Table (1) shows the population and sample of the research

Percentage	Exploratory Experiment	Research Sample	Research Community	Issue	Variables
85%	12	68	68	80	Employees of the National Centers for Sports Talent Care

2-2 Devices, tools, and means of collecting information and data used in the research:

2.2.1 Devices and means used in the research:

- Japanese made scientific handheld calculator (Casio) number (1).
- Lenovo

2.2.2 Means of information collection

- Arab and foreign sources.
- The International Information Network (Internet).
- Questionnaire Questionnaire for Seeking the Opinions of Specialists in (Management and Economics, Management and Organization, Psychology)

2.3 Research Tool:

In order to achieve the objectives of the study in identifying the leadership behavior of managers and its impact on their performance, the researcher developed a questionnaire to estimate the degree of leadership behavior after reviewing and benefiting from:

- 1- Study of previous educational literature.
- 2- University theses related to the subject of study.
- 3- Benefiting from the opinions of arbitrators and educational specialists.

In light of this, the researcher came up with (25) paragraphs, each of which was given a weighted according to the three-dimensional Likert scale to estimate the degree of leadership behavior practice and the range used is : very large, large, medium, and numerically represented (3, 2, 1). (2025 Yasser)

2.4 Validity of the research tool:

The honesty of the research tool is one of the necessary and required characteristics in the research tool, as the honest research tool is the tool by which it is designed to measure what it was designed for or the quality to be measured (Muhammad Waheeb 2025) The best way to extract the apparent honesty is for a number of experts and specialists to estimate the extent to which the paragraphs of the questionnaire represent the quality to be measured, the questionnaire was presented to a group of arbitrators and specialized experts, and its validity was indicated and the most important observations and opinions were given about it, and after the arbitrators expressed their opinions on the paragraphs, some of them were modified and others were drafted. The percentage of experts was high 80 %)

2.5 The stability of the research tool:

To test the reliability, the researcher applied Cronbach's alpha equation to all statements of the research questionnaire paragraphs, and Cronbach's value of alpha was (0.89), which is considered a good ratio for the purposes of generalizing the results of the current study, as the acceptable percentage for generalizing the results of such studies is 0.60 (Bujang MA, Omar, 2018).

2.6 Exploratory Experiment:

In order to know the initial picture of the structure (basics) of the main experiment, to know the validity of the paragraphs and to reveal the most important work processes through the optimal applied method in an attempt to enhance the positives and address the negatives when executing the research process, the exploratory experiment is a "miniature experiment similar to the real basic experiment" (AlmutasemBellah.et la, 2024).

The researcher conducted the exploratory experiment on a sample outside the main study sample, which are the workers of the National Sports Talent Care Centers in Diyala Governorate.

The purpose of the exploratory experiment was to:

- 1- Diagnose the obstacles and negatives that may occur during the main experiment.

- 2- Ensuring the duties of the assistant staff and how to organize the work of filling out the form, and that the time taken to answer ranged between (15-20) with an average of 17.5 minutes.

2.6.1 Procedures for the application of the tool:

After completing the procedures for building the questionnaire in the final form, the researcher has:

- 3- The study tool was distributed to the sample of (68) individuals working in the National Sports Talent Care Centers for the period from 21/2/2025 to 20/3/2025
- 4- The questionnaire was distributed to the sample through direct visits to the departments of the National Centers for the Care of Sports Talent in Diyala Governorate, where they were interviewed, and the questionnaire was explained and clarified to the study sample and explained the variables to them in a way that enables them to build a clear understanding of the questionnaire.
- 5- Distribution and retrieval were carried out and after the completion of answering the questionnaire paragraphs, it was ensured that no paragraph was left unanswered
- 6- Also , not mentioning more than one answer init , and the researcher took into account not interfering in the selection of teachers , not influencing them, and biasing any test.
- 7- After completing the questionnaire , these questionnaires were compiled for the purpose of unloading the data and conducting statistical operations.

2.7 Statistical Methods:

SPSS statistical bag was used (Kinani Return, 2009)

3 - Presentation of the results of the statistical analysis:

This part includes the presentation of the results of the study with the aim of identifying the leadership behavior of the managers of the National Sports Talent Care Centers in Diyala Governorate, and the following is the presentation of the results. To answer this question, the arithmetic medians, standard deviation and standard error of the sample members' answers were extracted from the questionnaire paragraphs, and the table shows this.

Table (2) shows the responses of the sample members to the questionnaire paragraphs

Standard Error	Standard deviation	Arithmetic mean	Paragraphs	t
0.78213	0.09485	2.0147	I have the ability to take responsibility	1
0.85506	0.10369	1.9853	It works to spread the spirit of cooperation in the center	2
0.84173	0.10208	2.0882	Encourages teachers to work overtime	3

0.84538	0.10252	1.8235	Makes the right decisions at the right time	4
0.86183	0.10451	1.9412	I listen carefully to many points of view	5
0.84887	0.10294	1.8971	He gives the staff the opportunity to express their opinion and understands the advice during his meeting with them	6
0.88990	0.10792	1.8824	He can reduce the chaos if it happens and put things back on track	7
0.84887	0.10294	1.8971	Allows workers to use their own diligence to solve problems	8
0.90990	0.11034	2.0882	Alerts you to changes before they happen	9
0.83427	0.10117	1.9265	I commend individuals who lead by example in adhering to values	10
0.78100	0.09471	1.9700	Takes into account individual differences between employees, their qualifications and specializations when distributing responsibilities	11
0.85506	0.10369	2.0147	Seeks to improve functional and managerial performance	12
0.83808	0.10163	2.1176	I care very much about the success of my work and the work of my colleagues	13
0.80984	0.09821	1.9706	He does some activities that filter an atmosphere of joy in order to get along with the employees	14
0.81833	0.09924	1.9653	Employees are required to follow applicable laws and instructions	15
0.86336	0.10470	1.9706	I have a vision for the future of what I will do	16
0.86222	0.10456	1.8676	He has a good relationship with a responsibility	17
0.88830	0.10772	1.9823	Decides what needs to be done and how to implement it with the staff	18
0.89727	0.10881	1.9706	It is concerned with coordinating efforts between the local community and the workers in the centers	19
0.89580	0.10863	1.9412	Accepts discussion and criticism in a high spirit	20
0.89727	0.10881	1.9706	Bears all responsibility in case of emergency	21
0.90203	0.10939	1.8088	Speaks with strong self-conviction	22
0.83431	0.10193	1.9701	The annual report is not used as a means of intimidation and intimidation in its dealings with employees.	23
0.86931	0.10542	2.0735	Allows all employees to take the initiative and come up with new ideas	24

0.83742	0.10155	2.1470	Specifies a joint signature to complete the work	25
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Discussion of the results :

It may explain the reason for the appearance of this result, and according to what most of the researches have pointed out, it is that attention to human relations is one of the things and topics that encourage managers and push them towards excellent work, and that managers' interest in employees will lead to encouraging and raising the level of seriousness in performing their duties, and that the managers of the National Centers for the Care of Sports Talent will work to make important decisions better. As a result of the difficult circumstances and situations that the sports institution is going through, this requires a variety of qualities that the leader is characterized by in terms of feelings, feelings and goals, as leadership represents an important axis in the management of institutions as it is a process of influencing others, making them work with high love, and perseverance in implementing activities and promoting their growth in a humanistic ethical context in which the advancement of the institution, and its production, coincides with caring for and caring for the individual. Salem Najah, (2010)

This is also confirmed (Mohammed Waheeb, 2025) that leadership is the guaranteed means to bring about change and influence behaviors and trends and their qualifying repercussions for them, as they are a future project in preparing them as leaders, that is, the more they have a leadership capacity, the more they can lead the administrative process successfully, which leads to the delivery of the greatest possible amount of science and knowledge to the workers, who are the nucleus and the main pillar for building society, its progress and prosperity.

He points out that leadership "is one of the essential and important elements in the success of any work related to the education and advancement of members of society, without which its other elements cannot succeed in achieving its goals." Mahmoud Al-Rubaie, 2010)

The researcher believes that the success of collective administrative work in all areas of life is related to the presence of a wise leadership that supervises work planning, coordinates the efforts of employees and directs them towards the set goals, and the manager as a leader in his organization affects all employees, increases in them enthusiasm, efficient participation, and taking responsibility in achieving the desired goals, and reaps the desired successes in improving and achieving the goals.

4. Conclusions and recommendations

Conclusions

Through the results, the researcher follows the steps of the research and concludes

- 1- The leadership behavior of the center managers has an excellent role in the success of the administrative process and raising the level of employees, through the necessary

tasks that he mastered during the practice of the leadership work he performs in the management of his center.

- 2- Experience and competence have a positive impact on the leadership behavior of the managers of the National Sports Talent Care Centers in Diyala Governorate from the point of view of the employees.

Recommendations:

- 1- He held seminars, training and qualifying courses for the directors of the National Centers for the Care of Sports Talent in Diyala.
- 2- Renew and develop their management skills and learn about modern training programs in the field of management and sports.

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