

Modeling relationship the causality of organizational trust for employees Activities Sports in Directorates Youth And sports in area Southern

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Abstract

It lies importance Search in Strengthening trust Organizational in to lift level Performance Job and improving quality Activities Sports the introduction, The matter that Reflected Positively on investigation Goals Directorates Youth And sports, and support Her role in development Youth and service the society Local But problem Search Faces Institutions sector The athlete Challenges Increasing in investigation trust Organizational And Showed Studies Previous that pattern trust Organizational from Factors Influential in Performance institutional And with that no Still relationship Causality between This is amazing Variables not clear Landmarks in context Directorates Youth And sports especially in area Southern Therefore It revolves problem Search in Answer on question Main the next: what level trust Organizational Prevailing in Directorates Youth And sports? And what was it? Goals Research building gauge trust Organizational For employees Activities Sports in Directorates Youth And sports in area Southern Knowledge level trust Organizational I have employees Activities Sports in Directorates Youth And sports in area Southern and assumed The researcher contributes Modeling relationship Causality in explanation Contrast in trust Organizational I have employees Activities Sports in Directorates Youth And sports in area Southern degree Function statistically. And use researcher use researcher Curriculum Descriptive With style Christian Relations Correlation Because more suitability nature The problem.

Research Introduction:

1-1 Introduction to the research and its importance:

It is considered trust Organizational from Foundations Essential that It does On it effectiveness Organizations Contemporary, when she has from role crucial in Strengthening harmony Functional, And raised levels Commitment, and improving Performance institutional. And in sector Youth And sports on face In particular, gain trust Organizational importance Double By virtue nature the job that It depends on Coordination Collective, and interaction Continuous between Leaders Administrative and employees Activities Sports, Please on correlation This is amazing Activities In dimensions educational social and development For the community. And it faces Directorates Youth And sports in area Southern sentence from Challenges Administrative And organizationally, It is in Limitations Resources, And multiple Levels Administrative, And they differed Patterns Leadership, addition to pressures Professional that Affect in bearings staff and their behavior organizational. And in this Context, Stand out The need to to understand deep For the factors Influential in trust Organizational, As described variable mediator or resulting Reflects quality Relations Organizational and efficiency Administration. And starting from from Evolution Methodological in Research Administrative, Represents Modeling relationship Causality Using Modeling equations Structure (SEM) Introduction scientifically Advanced To analyze Relations complex between Variables Organizational, so Allows a test Models Theory In picture inclusiveness pool between Variables latent and indicators Viewing. Therefore, Seeks this Search to Modeling relationship Causality For trust Organizational I have employees Activities Sports in Directorates Youth And sports in area Southern, from Okay building model interpretative precise It is clear Determinants trust Organizational and its effects potential in environment the job The athlete. The importance lies Research contributes Strengthening trust Organizational in to lift level Performance Job and improving quality Activities Sports the introduction, The matter that Reflected Positively on investigation Goals Directorates Youth And sports, and support Her role in development Youth and service the society Local.

1-2 Research problem:

Faces Institutions sector The athlete Challenges Increasing in investigation Organizational trust and Showed Studies Previous that pattern trust Organizational from Factors Influential in Performance institutional And with that no Still relationship Causality between This is amazing Variables not clear Landmarks in context Directorates Youth And sports especially in area Southern Therefore It revolves problem Search in Answer on question Main the next: . what level trust Organizational Prevailing in Directorates Youth And sports?

1-3. Research objectives:

1. Building an organizational trust scale for sports activity staff in the youth and sports directorates in the southern region
2. Understanding the level of organizational trust among employees Activities Sports in Directorates Youth And sports in area Southern

1-4 Assumptions Search:

1. Contributes Modeling relationship Causality in explanation Contrast in trust Organizational I have employees Activities Sports in Directorates Youth And sports in area Southern degree Function statistically

1-5 research areas

- 1-5-1 Human Resources: Sports Activities Staff in Directorates Youth And sports in area Southern
- 1-5-2 Time domain: (From 15/10/2024 until (20/11/2025)
- 1-5-3 Spatial scope: Directorates Youth And sports in area Southern

2- Research methodology and field procedures

2-1 Research Methodology:

The researcher used the descriptive approach with its survey method and correlational relationships because it is more suitable for the nature of the problem.

2-2 Research population and sample:

The research population refers to the group of individuals that the researcher aims to study in order to achieve the study's results, and the researcher can generalize the study's results to all of its individuals.⁽¹⁾ Defining the research population is a crucial step in solving the research problem; therefore, the current research population comprises the sports activity staff in the youth and sports directorates in the southern region, numbering (126) Employees.

In order to represent all members of this community, the researcher selected the research sample using a comprehensive enumeration method. The researcher chose samples from the research community in accordance with the main steps to solve the research problem, and they were as follows:

First: Samples for constructing the scale: The research sample was selected using a comprehensive enumeration method, with the following percentages: (70) Employees, and the sample represents (5)556% From the total population.

Second: The initial application sample (exploratory trial): The pilot sample for the scale consisted of (16) Employees, representing (12.7%) of the total sample.

Third: Sample application of the scale: The sample for the scale application consisted of (40) Employees, representing (31.75%) of the total research sample.

Table (1)

The sample distribution and percentage of the population and sample of the three measures are shown.

Percentage of the building sample from each directorate	Percentage of the construction sample from the total population for each district	Sample application	Construction sample	Sample of the exploratory experiment	Total number of the community Search	Names of directorates	T
36.51%	54.35%	12	25	4	46	Basra	1
15.08%	63.16%	8	12	2	19	Dhi Qar	2
25.04%	46.88%	9	15	4	32	Wasit	3
17.46%	54.55%	8	12	2	22	Maysan	4
5.65%	85.71%	3	6	1	7	Al-Muthanna	5
100%	70	40	70	16	126	the total	
100%	55.55%	31.7%	0.55%	0.12%	100%	ratio	

Regarding the column that represents (Percentage of the construction sample from the total population) 126 For example, it shows the percentage of employees in each directorate out of the total population. Basra Youth and Sports Directorate (12) research community (46) And the building sample (25) divided by

⁽¹⁾Muhammad Abdul Hamid: Scientific Research in Media Studies, 1st ed., Alam Al-Kutub, Cairo, 2000, p. 130.

(46/25)/46=54.35%) And so on for the rest of the districts. As for the last column, it represents (the percentage of the district's population out of the total population of all districts, meaning 46 divided by 126%=36.5%)

2-3. Field research tools, equipment, and methods:

2-3-1 Search Tools:

A researcher needs various data to complete their research and must choose the appropriate tools for data collection, whether secondary or primary. It should be noted that there are many data collection tools available, and the researcher can choose the one that best suits their research.⁽²⁾

The researcher used the following tools:

First: Observation

Second: The interview: It is a conversation conducted by someone in a dialogue style about an event or issue with the aim of reaching a certain conclusion.⁽³⁾The researcher conducted a series of personal interviews with a number of experts and specialists to gather information pertaining to the current study. Appendix (2)

Third: The questionnaire: The researcher prepared a set of questionnaire forms related to his research topic.

Fourth: White paper

Fifth: Pencils

Sixth: Manual calculator type (kenko)

2-3-2 Equipment used in the research:

- computerDell)

2-3-3 Methods used in the research:

- Arabic and foreign sources and references
- world wide web
- Supporting staff appendix (3))

2-4 Procedures for building an organizational trust scale:

Given For lack of presence tool Local Available In it Terms Required from where Its suitability To measure(Organizational trust)For sports activity staff According to science researcher And investigation For requirements Research objective He did researcher Building scale That's Following Steps The following.

2-4-1 Determination the goal from building Scale:

that the goal from building scale he To find out fact Organizational trust in Sports activity staff in the youth and sports directorates in the southern region .

3-4-1-1Defining the scope and scope of the standards:

in a light Definition Theory For the variable Organizational trust and awareness on Literature and studies The relationship Specify researcher and(3)Fields scale Organizational trust (Appendix 3) was established Definitions theory For this Fields with Concepts President For the purpose Confirmation from Validity and its definitions Prepared Surveys For this Purpose And it was presented on group from Gentlemen Experts and specialists adult Their number(15)Specialized (Appendix 4) To explain Their opinion in bezel power This is amazing Fields Definitions that Placed she has And after collection Data and emptying it use researcher a test

Controversy(4)

It shows results a test(Ka2)opinions Experts regarding power Fields gauge Organizational trust

Significance	sig	Ka2	Not suitable	It is suitable	Fields	T
moral	0.000	0.00	0	15	Trust in supervisors is key	1
moral	0.000	0.00	0	15	Trust between colleagues	2
moral	0.000	0.00	0	15	Trust in the organization's senior management is the cornerstone	3

degree freedom(2 - 1) = 1

tabulated value of chi-square3.84

2-4-1-2 Preparing the initial version of the scale items:

Preparing paragraphs is one of the most important steps, as it requires several conditions, the most important of which are:⁽⁴⁾

- Fluency in language and ease of expression in simple language
- Mastery of the specialized scientific material related to the topics to be measured
- Knowing the different ways of writing vocabulary words so that he can choose the one that best suits the purpose of the test.
- To have the ability to envision and create situations in which the ability or trait to be measured can be assessed.

The researcher relied on the Likert scale in formulating the paragraphs, as it is one of the common methods of measurement because this method is characterized by the following:⁽⁵⁾

- Easy to use
- High reliability and validity of the scale
- It reduces the degree of guesswork and the element of chance.
- Likert's method is one of the best ways to predict behavior or phenomena.⁽⁶⁾

When formulating the scale items, the researcher ensured that they were clear and used simple words with specific meanings so that the research sample could easily understand what was required by the question, and even those with the least formal education could understand them.⁽⁷⁾ Therefore It was completed numbers(21)paragraph scale Organizational trust

2-4-1-3 Present the scale items in their initial form to experts and specialists:

after numbers paragraphs gauge In its form Primary For the purpose Standing on bezel power paragraphs gauge Organizational trust was built researcher Presentation scale on group from Experts and specialists adult Their number(15)specialist And after discharge all Data that It was completed Get On it from Forms And treating it statistically on road a test(Ka2)It turned out that all Paragraphs She was Valid with Alternatives Answer And with this become scale It consists from(21) Paragraph (Appendix 5) with Taking With notes and amendments that I mentioned.with Taking With notes and amendments that I mentioned and the table(5)It turned out that.

⁽²⁾Fayez Jumaa Al-Najjar et al.: Scientific Research Methods - An Applied Perspective, 2nd ed., Amman, Dar Al-Hamid, 2010, p. 75.

⁽³⁾Bilal Khalaf Al-Sakarar: Administrative Skills in Self-Development, 1st ed., Amman, Dar Al-Masira, 2009, p. 261.

⁽⁴⁾Mamdouh Abdel Moneim Al-Kanani and Issa Abdullah: Psychological and Educational Measurement and Evaluation, Beirut, Al-Falah Library for Publishing and Distribution, 1995, p. 140.

⁽²⁾Khair Al-Din Ali Awais and Essam Al-Hilali: Sports Sociology, Dar Al-Fikr Al-Arabi, Cairo, 1997, p. 67.

⁽³⁾Shaker Haider Jassim: The Systems of Career Guidance and Comparative Educational Counseling, Higher Education Press, University of Basra, 1990, p. 144.

⁽⁷⁾Dhuqan Ubaidat and others: Scientific Research - Its Concept, Tools and Methods, 6th ed., Dar Al-Fikr for Printing, Publishing and Distribution, Amman, 1998, p. 130.

Table (5) It shows results a test(Ka2)opinions Experts regarding power paragraphs gauge Organizational trust

Significance	Sig	value of ka2	The rejecters	Those who agree	Paragraphs	number	Fields	T
moral	0.000	15	0	15	1,2,3,4,5,6,7	7	Trust in supervisors	1
moral	0.000	12.25	1	15	8, 9, 10, 11, 12, 13, 14	7	Trusting colleagues	2
moral	0.000	11.26	1	14	15, 16, 17, 18, 19, 20, 21	7	Trust in senior management	3

2-4-1-4 Linguistic validity of the scale items:

after Finish from building Measurements He did researcher By displaying it on specialized in the language Arabic from Okay that be Paragraphs Salima and empty from Mistakes Linguistics And It was completed Taking With notes that Start it specialist And with this be Measurements Free from Mistakes Linguistics.

2-4-1-5 Preparation directions Answer on Scale:

Prepare researcher Instructions Private To answer on scale And placed in Interface form scale so He does employee By reading it before Start By answer on paragraphs scale And Be mindful in numbers This is amazing Instructions that be clear Instructions she:

1-reading all paragraph accurately and care then to choose Answer The occasion and placed sign(correct)before Paragraph And under alternative Suitable.

2-Answer on all Paragraphs.

3-non male the name.

2-5 Pilot test of the scale:

He did researcher By applying Measurements The three And on sample exploratory author from(16)employee It was completed Their choice In the way randomness from Dhi Qar Youth and Sports Directorate in day(Wednesday)Approved(15/6/2025)And it was procedure This is amazing The experiment To achieve Goals several From it:

1-Confirmation from clarity paragraphs Measurements Instructions Answer On them.

2-identification on the time absorbed To answer on paragraphs Measurements.

3-identification on Obstacles that may Faces researcher in during procedures application Measurements.

And after Finish from procedure The experiment exploratory Lost It turned out clarity paragraphs scale and their instructions , and that middle the time absorbed To answer on paragraphs gauge Organizational trust reached(15)minute as It was completed Avoid and passing some Obstacles in during procedures application scale And then become scale Ready For the application on sample Construction

2-6 Applying the scale to a construction sample:

that Purpose basis from application paragraphs scale on sample Construction To analyze it statistically and choosing The righteous one From it exclusion Other Valid From it Based on on(ability Discrimination Consistency Interior)per From them As well as To extract My indicator Honesty and steadfastness For the scale And It was completed application scale on sample Construction and adult Their number(70)employee beginning from day(Monday)Approved(10/7/2025)Until day/Thursday/Approved(23/10/2025)in Youth and Sports Directorates in the Southern Region with a team the job assistant.

2-6-1 Correction of the items in the three scales:

The rating scale for the items (answer options) consists of five options: (always, often, sometimes, rarely, never), and the scoring method is as shown in the table.10) In order to obtain the total score for each individual in the sample, the respondent's scores corresponding to the chosen alternative are added together.

table(6)

The rating scale and the method for scoring the items on the three scales are shown.

never	rarely	sometimes	mostly	always	Appreciation
1	2	3	4	5	Correction

2-6-2 Statistical analysis of scale items:

Includes practical analysis Paragraphs Private On the scale group from procedures that He does In it designer Test after revision papers Answer on Their paragraphs It is It depends on Analysis Logical statistician For this Paragraphs For the purpose Access to gauge or a test appropriate To measure variable.

And Follow researcher Steps The following To conduct Analysis statistician:

2-6-2-1 Discriminatory power of scale items:

that scale Good he that He succeeds in Discrimination between The testers So that Investigates curve natural(Moderate)And from Okay Find ability Discrimination paragraphs scale Follow researcher style The two groups The two ends I took from sample dish On it scale reached (70)employee Therefore He did researcher after practical collection Data and emptying it By conducting practical ranking Grades Private On the scale In order Descending from higher degree to less degree then Chosen rate(27%)from Grades Upper For the scale and percentage(27%)from Grades The world in scale That's To explain capacity scale on Discrimination between employees Those Grades Upper and grades The world in Variables And it was use a test(t)For samples Independent For the purpose knowledge Differences between The two groups As shown in Table(7).

table(7) It shows Middle Calculation and deviation Standard For both groups Upper The world and value The letter T And calculated and its

significance in account ability Discrimination scale Organizational trust

Paragraph strength	Level of significance	valueCalculated t	Lower group		Upper Group		Sequence
			standard deviation	arithmetic mean	standard deviation	arithmetic mean	
Unmarked	0.311	1.21	0.53	3.65	0.51	3.80	1. Trusting supervisors
distinctive	0.000	4.811	1.191	3.27	0	5	2
distinctive	0.000	5.487	0.934	3.45	0	5	3
distinctive	0.000	4.983	0.522	3.55	0.505	4.64	4
distinctive	0.000	4.183	0	4	0.505	4.64	5
distinctive	0.006	3.068	0.786	4.27	0	5	6
distinctive	0.047	1.936	0.934	4.45	0	5	7
Unmarked	0.329	1.4	0.603	4.82	0	5	1. Trusting colleagues
Unmarked	0.3	0.9	0.5	4.60	0.4	4.80	2
distinctive	0.000	10	0.302	4.09	0	5	3
Unmarked	0.081	1.838	0.82	4.55	0	5	4
distinctive	0.000	6.708	0.405	4.18	0	5	5
distinctive	0.009	2.887	1.044	4.09	0	5	6
distinctive	0.000	4.485	0.874	3.82	0	5	7

distinctive	0.004	3.266	0.539	3.91	0.505	4.64	1. Trust in senior management
distinctive	0.002	2.53	0.809	3.64	0.505	4.36	2
Unmarked	0.078	1.861	0.831	4.9	0.505	4.64	3
distinctive	0.000	9.815	0.522	3.45	0	5	4
distinctive	0.000	6.708	0.405	4.18	0	5	5
Unmarked	0.5	2.8	0.5	3.88	0.505	4.36	6
Unmarked	0.354	0.949	0.809	4.64	0.505	4.36	7

From the table (13) where It indicates Results Ban Paragraphs Related Confidence With supervisors I got on Averages High relatively and good in The group Upper but in The group The world She was less By far Which It is clear And it shows that it Reflects Disparity large in evaluation trust With supervisors between The two categories are either Paragraphs for example He owns the boss Experiences Necessary For management Effective and possibility that I depend on My managers in Get on Help I got on Differences Function statistically this Meaning that Category Upper She has trust large in Its supervisors from The group The world. As for the paragraphs The other like I can Confession My managers when occurrence mistakes" did not Show Differences Dal statistically This In reality correct Which may It indicates to presence Problems Cultural or Organizational Prevent communication The series with The manager, when We notice presence contrast big in trust With supervisors between The two groups This It indicates to that Leadership the maid Play role decisive in Strengthening trust between The employees, as axis trust With colleagues the job Van trust With colleagues the job It is related exchange Knowledge Cooperation and respect where She was Results in this axis Mixed But Paragraphs like He presents My colleagues Aid and assistance for me And encourages My colleagues the job collective And spirit The team obtained on Differences Function Statistically and statistically this It indicates on that Category Upper See environment a job supportive while Category The world Feeling weakly in same the environment Which may Reflects reservation employees in sharing Their problems until with Their colleagues, or axis trust In the administration Upper It turned out that trust in Administration Upper Reflect bezel consistency Its policies with Predictions employees The results show this axis The Indications Strong paragraph(apply Administration procedures and policies Salima And clear)and(It is characterized Administration With transparency and integrity and justice)She was Function statistically Which It indicates to that trust in Administration Affected In a way direct Extent clarity and justice Its policies Meaning that some employees They see that strategy not clear or not tangible in practices the job Daily And with this becomes number paragraphs scale(15)paragraph Saleh and ((6Invalid paragraphs Including paragraphs that were dropped into the link later.

table(8) It shows Paragraphs Excluded from power Distinction and connection For fields

remaining paragraphs	Excluded paragraphs	Fields	T
2,3,4,5,6,7	1	Trust in supervisors	1
3,5,6,7	1,2,4	Trusting colleagues	2
1,2,4,5	3,7,6	Trust in senior management	3
14	7	the total	

2-6-2-2 Internal consistency coefficient:

Used coefficient Consistency Interior To determine bezel homogeneity Paragraphs in measuring it For the phenomenon behavior Measured, And It was completed His account For the scale from three Aspects she:

Firstly:coefficient Link between degree Paragraph and degree College For the scale:

To find this Factors Lost It was completed use coefficient Link Simple(Pearson)between degree Paragraph and degree College For measurements And as he Clear in Table(9).

table(9) It shows Values coefficient Link between degree all paragraph In degree College scale Organizational trust Applied on sample Construction

It shows the values of the internal consistency coefficient for the organizational trust scale.			
Significance	Sig	Correlation coefficient	Paragraph
It fell in the previous procedure	0.045	0.009	1. Trusting supervisors
moral	0.004	0.336	2
moral	0.000	0.471	3
moral	0.002	0.354	4
moral	0.002	0.356	5
moral	0.000	0.396	6
moral	0.007	0.317	7
It fell in the previous procedure	0.404	0.133	1. Trusting colleagues
It fell in the previous procedure	0.312	0.122	2
moral	0.000	0.005	3
It fell in the previous procedure	0.16	0.18	4
moral	0.001	0.376	5
moral	0.001	0.304	6
moral	0.015	0.289	7
moral	0.004	0.72	1. Trust in senior management
moral	0.001	0.046	2
It fell in the previous procedure	0.11	0.116	3
moral	0.006	0.523	4
moral	0.005	0.054	5
It fell in the previous procedure	0.709	0.030	6
It fell in the previous procedure	0.08	0.021	7

It turned out results Table(18)Values coefficient Link Calculated between degree all paragraph In degree College scale trust Organizational so came Function statistically when most Paragraphs And from The worthy In mentioning that the reason in non moral some Paragraphs scale Organizational trust he weakness relationship Statistics between Paragraph and the scale(weakness coefficient Link Pearson)where We notice if He was coefficient Link(Correlationalmost from Zero, This Meaning that Paragraph no It is related In a way strong with axis that Belonging To him where that Its impact weak very or not existing.As for value Sigwhere Sig < 0.05Van relationship moral And if She was Sig > 0.05So relationship not moral Whereas Difference in to understand Paragraph from before

Respondents or Answer Fast randomness from before Sample Don completion Reading And understanding from Reasons The mission where this led to contrast Answers weakness Link.And so become number Paragraphs The righteous one For the scale(14)paragraph .

secondly:relationship correlation degree Paragraph degree Field For the organizational trust scale:

It was completed Find coefficient Link between degree Paragraph and degree College For the field that Belonging To him after account coefficient Link(Pearson)between degree Paragraph and degree College For the field,and the table The three(10)It turned out Results.

table(10) It shows Values coefficient Link between degree Paragraph and degree Field scale Organizational trust Applied on sample Construction

It shows the values of the internal consistency coefficient for the organizational trust scale.			
Significance	Sig	Correlation coefficient	Paragraph
It fell in the previous procedure	0.126	0.12	1. Trusting supervisors
moral	0.014	0.49	2
moral	0.001	0.47	3
moral	0.002	0.42	4
moral	0.000	0.54	5
moral	0.001	0.45	6
moral	0.009	0.39	7
It fell in the previous procedure	0.053	0.09	1. Trusting colleagues
It fell in the previous procedure	0.045	0.27	2
moral	0.003	0.44	3
It fell in the previous procedure	0.023	0.15	4
moral	0.004	0.41	5
moral	0.006	0.38	6
moral	0.008	0.35	7
moral	0.002	0.31	1. Trust in senior management
moral	0.003	0.13	2
It fell in the previous procedure	0.001	0.46	3
moral	0.002	0.43	4
moral	0.048	0.26	5
It fell in the previous procedure	0.019	0.17	6
It fell in the previous procedure	0.071	0.11	7

It turned out results Table(21)that Transactions Link CalculatedBetween the item score and the domain score of the organizational confidence scale applied to the construction sampleShe was Most of them Function statistically Some paragraphs are not meaningful Their number (7) Paragraphs and so on become number Paragraphs The righteous one For the scale(14)paragraph.

Third:relationship Link between grades Fields and grades College organizational trust scale:

It was completed Use coefficient correlation Pearson To extract Transactions Link between grades Fields and degree College For the scale , and the table(11)It turned out that.

table(11) It shows relationship correlation Field In degree College scale Organizational trust

moral	sig	Link	Areas for organizational trust measurement
Very moral	0.00	0.91	Trust in supervisors
Very moral	0.00	0.87	Trust in senior management
Meaningful and significant	0.00	0.67	Trusting colleagues

from during note Tables It turned out for us that all Transactions Link between Degree College and degree Field For measurements The three She was Function statistically when level indication less from(0.05)And so be Fields Valid To represent Measurements in measurement variable.

2-6-3 Properties Psychometric For the scale:

no It is Test or scale Saleh unless if Available In it conditions specific.And it is This is amazing Terms As Goals He tries researcher Achieving it when to implement Test him or scale.And from Most important This is amazing Terms:

2-6-3-1 Validity of the standards:

It is considered Honesty from Indicators and concepts Basic The mission in calendar tools Measurement,And I depend researcher Two types from Honesty To make sure from sincerity Its measurements They:

1-sincerity Content(Experts) :

It was completed Confirmation from sincerity Content from during an offer Fields paragraphs Measurements on group from Experts and specialists in science General Administration and Sports Administration in to set bezel power Fields paragraphs Measurements

2-sincerity Composition hypothetical:

It was completed Verification from this Honesty in Measurements Current from during procedures Analysis Statistician That's By calculation ability Discrimination Consistency Interior paragraphs Measurements.

Stability of the measurements:

To extract results stability Measurements use researcher Two ways They:

1.road Retail Half:

It depends This is amazing The method on Segmentation Test Required hiring His stability to two parts Equal after Its application on group one And I depend researcher Data Individuals sample Construction adult(70)employee so divided paragraphs Measurements to halves paragraphs individual paragraphs Marriage And It was completed Verification from homogeneity grades halves from during Extraction Value The Fayyah to them Lost Value Calculated scale Organizational trust(0.731)degree after that It was completed account coefficient correlation(Pearson)between results Half scale that Showed that value coefficient Link half scale Organizational trust(0.866)And with that This is amazing Value Represents measurement half Measurements So He did researcher Using equation(Spearman-Brown)To edit and extraction value stability Measurements Complete And Organizational confidence reached(0.928)It is grades stability High Reliable In it.

table(12) It showsValues Steadfastness In a way Retail Half

Spearman-Brown	Correlation Between Forms	Half-even stability	Half-odd stability	Fields
0.928	0.866	0.548	0.731	Organizational trust

2-road Cronbach's:

I applied (equation Cronbach's) on grades individuals sample Construction adult Their number (70) employee using the truth Statistics (spss) And appeared that value coefficient Steadfastness Organizational confidence reached (0.72) He is index high For stability maybe Trust With him.

table(13) It shows Values alpha According to (road alpha Cronbach)

Interpretation	Cronbach's	scale
Good confidence in the scale and very acceptable	0.72	Organizational trust

2-7 Torsion coefficient:

that most Distributions Samples Not identical completely And tends to One both sides For value Great At a rate more from The other This diffraction on symmetry Launches attic twist (8) So She was Values variable It is centered towards Values The small more from Its center towards Values The large for distribution this variable twisted about right It is called positive twist As for if He was The opposite It is called negative twist (9) To get acquainted on bezel near or after Answers Sample from distribution natural He did researcher By calculation coefficient twist Using The program statistician (spss)

table(14) It shows Torsion coefficient Descriptive statistics scale Organizational trust

Value	scale
61.5	arithmetic mean
5.68	standard deviation
62	The mediator
-0.56	Torsion coefficient
-0.45	coefficient Flattening
46	lowest grade
69	highest grade
23	range

2-8 Standardized scores:

Raw scores are useless unless compared to other scores. These scores alone do not give us an idea of the level of what was measured unless compared to standardized scores. Therefore, it is necessary to statistically process the raw score to convert it into a standardized score. The standardized score is a score in which each individual's score is expressed based on the number of standard deviations of their score from the mean. (10) Extracting the standard score is an important step in standardizing the measure, and it tells us how others performed on the same test. (11) Raw scores are used to convert them into summable scores for comparison and easier interpretation. These scores are characterized by not including negative values. (12) Among the conditions that must be considered when using standards are that the standards be up-to-date and that the standardization sample be representative of the original population. (13) Therefore, the researcher statistically analyzed the scale results using the arithmetic mean, standard deviation, z-score, and t-score. For servant leadership metrics, organizational trust, and managerial competence To extract standard scores For measurements and his dialogue.

2-9 Standard levels For the scale:

Determining standard levels For the scale Standardized scores and levels are benchmarks that represent the goal or purpose to be achieved for any quality or characteristic, as they include scores that indicate the necessary levels. Therefore, these levels are developed for highly trained individuals. (14) To define these levels, the researcher chose to have five levels of Muqayisat The three To convert the raw score to standardized scores, the researcher extracted the angular score as follows:

$$\text{Degree Standardization} = \frac{\text{س} - \text{ع}}{\text{ع}}$$

$$(\text{Standard score}) * 10 + 50 = \text{T score (T)}$$

table(15) It shows Levels and categories For degrees raw and grades Standardization Modified and number repetitions Verified For a sample Construction in gauge Organizational trust

%	number	Raw grades (X)	Modified standard scores ((T-scores).	range Z	Level
0	0	69.8 <	65 ≤	1.5 ≤	Very high
38.6	27	64.2 – 69.8	55 – 65	0.5 – > 1.5	high
30	21	58.5 – 64.2	45 – > 55	-0.5 – > 0.5	middle
22.9	16	52.8 – 58.5	35 – 45	-1.5 – > -0.5	low
8.6	6	52.8 >	35 >	< -1.5	Very low
100	70				the total

table(16) It shows Grades Standardization and levels Standardization and grades raw For fields gauge Organizational trust

Trust in senior management	Trusting colleagues	Trust supervisors in	Raw score (total organizational confidence)	Revised Standard	Z Range Standardization	Level
19 ≤	24 ≤	28 ≤	69.8 <	65 ≤	1.5 ≤	Very high
18	23	26-27	64.2 – 69.8	55 – > 65	0.5 – > 1.5	high
17	21-22	22-25	58.5 – 64.2	45 – > 55	-0.5 – > 0.5	middle
16	19-20	19-21	52.8 – 58.5	35 – > 45	-1.5 – > -0.5	low
≥ 15	≥ 18	≥ 18	52.8 ≥	35 ≥	< -1.5	Very low

2-10 Describe the scale in its final form: gauge Organizational trust: extension (6)

be scale In its form Final from (14) paragraph Distributed on (3) Fields It is about trusting supervisors and being one of them. (6) paragraphs Trusting colleagues be from (4) paragraphs Trust in senior management be from (4) paragraphs It is done Answer on scale from during five Alternatives she (always, mostly, sometimes, rarely, never) And Granted Grades from (5, 4, 3, 2, 1) on Succession For paragraphs Positivity And vice versa For paragraphs Negativity higher degree He gets On it The responder (70) degree And the lowest degree He got On it (14) degree Middle hypothetical For the scale (3) The hypothetical mean of the responses is (14 * 3 = 42) And whenever She was degree The responder higher from degree Middle hypothetical Del that on His possession level high from Organizational trust.

2-11 Applying the measures to the main sample:

(1) Wadi' Yassin Muhammad and Hassan Muhammad Abd: Statistical Applications and Computer Uses in Physical Education Research, Dar Al-Kutub for Printing and Publishing, Mosul, 1999, p. 178.
 (2) Ali Salloum and Mazen Hassan Jassim: Statistics and its applications in the sports field using the program SPSS, Najaf Al-Ashraf, Al-Ghari Modern Press, 2008, p. 137.
 (3) slave Galilee Al-Zubaidi and others: Tests and standards Psychology, Directorate house Books For printing and publishing, university Mosul 1980p. 46.
 (4) Ali Salloum: Principles of Statistical Methods in Physical Education, Baghdad, 2007, p. 96.
 (5) Mohammed Hassan Alawi And Muhammad victory Religion Radwan: Measurement in Education Sports And knowledge self The athlete, Cairo, house thought Arabic 2002p 358.
 (6) Abdul Jalil Ibrahim Al-Zubaidi and others: Same source as above 1987, p. 43.
 (7) Abdul Rahman Al-Kandari and Muhammad Ahmad Al-Dayem, source previously mentioned, pp. 62-64.

after Completion all requirements design scale and their procedures They became Ready For application and included Organizational trust(14)A paragraph distributed across (3) Fields And it was Limit top organizational trust scale(129)and limit Lowest(86)And he applied researcher scale In their image Final on sample The application adult Their number(40)employee from day Wednesday Approved(15/10/2025)) to day Thursday on the date(20/11/2025)And keen researcher when application Measurements on confirmation Necessity reading directions all gauge reading Examiner And minute And on importance Answer on all paragraph genuinely And trust For the sake of reassurance to Results that it will be Access To her It is worth signal to that the time that It took on Answer gauge Organizational trust She was Answer what between(19-12)minute And at a rate(13)minute And it was done distribution forms Measurements on appearance stages And after analysis Responses sample Search Collected Data in form especially so become per employee degree especially With him.And after procedure collection data and emptying it He stood up researcher By treating it statistically and extraction Results.

2-12 Statistical methods:

- 1-depend researcher means Statistics The following Using The following programs ((EXCEL)and the bag Statistics(SPSS)and(AMOS).and programRStatistician 1-ratio centennial.
- 2-Middle Calculation.
- 3-The mediator
- 4-deviation Standard.
- 5-coefficient twist.
- 6-coefficient Link Simple(Pearson)
- 7-a test square Kai.
- 8-a test(t)For a sample one.
- 9-a test(t)For samples Independent.
- 10-The mistake Standard.
- 11-a test(F).
- 12-equation decline(Prediction).
- 13-analysis The path
- 14- Installing algorithms and functions inR I helped with the coloring For drawings, diagrams, organizing the data application process, and arranging the path by writing(cod)like install. Packages("DiagrammeR")andlibrary(lavaan))

3-Presenting, analyzing, and discussing the results:

after that Achieved researcher results the goal the first And represented in building scale Shows results the goal the second It is identification on Variables The three And on Grammar following:

3-1Show resultsgauge Organizational trustAnalyzing and discussing it:

To know presence Organizational trustI have employees Done comparison Middle Calculation For the sample with Middle hypothetical For the scale from during account the difference between them Using a test(t)For a sample one And as Clear in Table(17) .

table(17) It shows Middle Calculation and deviation Standard and value The letter T Calculated For organizational trust in the application sample

Significance Statistics	Level of significance	df	Calculated T	hypothetical mean	standard deviation	arithmetic mean	variable
moral	0.0001	39	64.91	45	6.30	64.95	Organizational trust

It turned out for us from results Table(17)that value(t)Calculated For organizational trust She was Function statistically when level indication less from(0.05)For the benefit of Middle Calculation For the sample This index on that employees They have Organizational trust: The researcher attributes employees' possession of organizational trust to...Trust make all individual Believes With capabilities and competencies The party The other whether He was His colleague or Supervisor or Administration The Supreme, And it is reflected In turn on behaviors and actions and transactions individuals inside The organization So it leads to Limit from conflicts Negativity And it makes it easier solution Problems addition to Strengthening behaviorCooperation between individuals and with senior management affects an individual's effectiveness and performance in general.¹⁵Furthermore, organizational trust is one of the fundamental pillars that support organizations and drive them towards achieving their desired goals. It guides their members towards cooperation and participation, encourages them to express their feelings, emotions, and thoughts, and directs individual and collective behavior, having a significant impact on addressing problems.Organizational. How much?AOrganizational trust is a crucial factor in achieving organizational integration, and a key predictor of behavior.PersonalEspecially since working with others requires mutual dependence between them and in various ways Different in order to achieve their personal and organizational goals, and reaching high levels of organizational trust as a career goal is of great importance to the organization, through: Building organizational trust in professional life means increasing reliance on evaluation and self-discipline, which reduces Government interventions through laws, rules, and legislation. Organizational trust leads to greater self-discipline, obedience, independence, and reduced external interference. Building a strong foundation and constructing cooperative social and economic organizations based on trust. When organizational trust is encouraged, employees become more resilient, stronger, and more effective.¹⁶) Given the challenges, there is an urgent need to develop effective strategies aimed at improving the status of women in sports. These strategies should include creating a supportive and safe sporting environment.⁽¹⁷⁾

table(18) It shows Grades raw and levels And the number and the ratio centennial scale Organizational trust

Percentage	number	raw grade	Levels
12.50%	5	≥29	Very high
15.00%	6	27–28	high
30.00%	12	25–26	middle
22.50%	9	22–24	low
20.00%	8	≤21	Very low
100%	40	—	the total

The table above shows the results of the organizational trust scale for the study sample (n =40) A significant practical disparity was observed, with 57.5% of participants scoring in the "average or higher" categories, while only 42.5% scored in the "low or very low" categories. The researcher interprets this distribution on two complementary grounds: First, the higher percentage in the average and upper categories indicates the existence of organizational rules that earn the trust of a segment of employees, perhaps due to supportive leadership practices or well-known internal policies. However, these are insufficient to generalize a high level of trust across the entire sample. Second, the significant percentage at the lower end (42.5%) points to the presence of scattered problems such as weak procedural fairness, inadequate administrative communication, or inconsistencies in the application of leadership practices between different departments. This is

(1) The bed of the guard, life and profit, dignity: The impact of organizational trust on the success of knowledge building “A case study of higher education institutions”, Journal of Economic Research of the University of Blida 2, Blida, Algeria, Issue 13, 2018, p. 41.
 (1Saber Juma Saber Khalifa:Organizational trust among employeesMinistryInterior Ministry, National Security and their relationship to qualityPerformance institutional In it , note To obtain on degree Master's in administration State and The ruling Rashid, university Al-Aqsa In Gaza, Palestine 2021, p. 6.
 (2)Layla Abdul Amir Ibrahim: The role of sports management strategies in promoting women’s participation in fitness programs in Iraq, Thi Qar University Journal of Physical Education , Issue 3, Volume 2, Part 2, 2025, p. 60.

based on the literature of servant leadership.⁽¹⁸⁾Leader behaviors that focus on empowerment, attention to workplace controls, and support for professional development enhance organizational trust, and thus lead to a positive impact on administrative efficiency indicators if effective implementation channels are available. and shape number⁽¹⁶⁾It is clear that

3-2 an offer results levelsFields gauge Organizational trust:

3-2-1an offer results levels areaTrust in supervisorsand its analysis and discussing it:

table(19) It shows Middle Calculation and deviation Standard and level For a sample The app in Area of trust in supervisors

Level	Sample	standard deviation	arithmetic mean
Very high	40	2.78	26.75

Showned results Table(53)that Middle Calculation level trust With supervisors may reached(26.75)by deviation normative(2.78)from Degree College For the scale, He is what it indicates to that sample Search may I got on level high very from trust With supervisors.The researcher explains the reason for this as follows: presence environment a job It is characterized With transparency, and justice Organizational, and communication The effective between Supervisors and employees. And he returns that to adoption Supervisors style Leadership the maid, that Focuses on service Individuals before Seeking behind Authority, from during practices Altruism, And empowerment, And humility, And listening The effective one, Which Enhances trust subordinates With them ⁽¹⁹⁾as The researcher attributes this Level High In harmony Job in environment Activities Sports, where Requires nature the job in Directorates Youth And sports Cooperation collectively and coordination always, Which makes relationship between Supervisors and employees more Near interactive.this Interaction Continuous leads to Perception employees For credibility Supervisors Their eagerness on Their interest Personality And professionalism, And strengthen This is amazing Result what I arrived To him study(Baldwin et al (2018) ⁽²⁰⁾that She showed that levels trust It rises In a way marked when He feels employees that The leader places Their interest on head His priorities.as that decrease value deviation Standard It indicates on rapprochement Opinions The researchers around this Level from trust, Which Meaning that it Not condition individual but rather culture Organizational Joint inside environment the job. And based on on what Previously, maybe Saying that Level High very from trust With supervisors In This is amazing the study Reflects presence command Effective Supportive, climate organizational positive, and culture a job existing on Respect mutual and transparency.

Performance appraisal is a fundamental tool for communication and development within an organization, assessing the extent of employee contribution to achieving its goals. The success of any organization depends on achieving its objectives and fulfilling its mission.And what is hiddenTo himTo a large extent, this depends on the integrity of the evaluation process procedures, as well as their objectivity and fairness.⁽²¹⁾

table(20) It shows Grades raw and levels And the number and the ratio centennial For the field Trust in supervisors

Percentage	number	raw grade	Levels
55%	22	27.8–30.0	Very high
25%	10	25.6–27.8	high
10%	4	23.4–25.6	middle
2.5%	1	21.2–23.4	low
7.5%	3	19.0–21.2	Very low
100%	40		the total

And it becomes clear from during Table(54)that sample The application Distributed on several Levels in area Trust in supervisors is a form of organizational trust. As if number individuals sample The application Those He reached Their level high very(22), Their ratio(55%).As for Those He reached Their level high So it was Their number(10), Their ratio(25%).And those He reached Their level middle He was Their number(4), Their ratio(10%).As for Those He reached Their level low He was Their number(1), Their ratio(2.5%).And those He reached Their level low very He was Their number(3), Their ratio(7.5%).and shape(15)It is clear that The researcher explains the level as very high ((27.8–30.0) (22 participants, 55%) indicates that the majority of employees perceive their supervisors as highly credible, fair, and supportive. This may stem from supervisors' commitment to servant leadership principles, such as active listening, empowering subordinates, and collaborative problem-solving, which fosters mutual trust. A supervisor who prioritizes their employees' interests and treats them fairly directly increases their level of trust. The high level (25.6–27.8) (10 participants, 25%) suggests that employees in this category have strong trust in their supervisors, but not at its peak. This could be because supervisors provide good support, but to a lesser extent than the higher level, or because there is a variation in leadership practices across departments. Any fluctuation in managerial consistency or a lack of regular feedback can prevent trust from reaching its maximum level.⁽²²⁾ButIntermediate level23.4 – 25.6) (4 participants, 10%)The researcher interprets this as follows:Employees in this category have a balanced perception, neither overly positive nor overly negative. They may have mixed experiences with supervisors; sometimes positive and sometimes less supportive.andThe likely reason is poor communication or a lack of clarity in administrative decisions, which makes the employee hesitant to give the supervisor his full trust.ButLow level21.2 – 23.4) (One participant, 2.5%)The researcher interprets this as an individual case reflecting a negative personal experience or conflicts with the supervisor. These values are often linked to personal problems or a specific situation that affected the employee's impression, and not necessarily a general organizational problem. The level is very low ((19.0 – 21.2) (3 participants, 7.5%))The researcher attributes this to a lack of transparency, making individual decisions without consulting subordinates, or administrative mistreatment. Trust is negatively affected in work environments characterized by ambiguity or a lack of organizational justice.⁽²³⁾

3-2-2an offer results levels area trust With colleagues Work and analysis and discussing it:

table(21) It shows Middle Calculation and deviation Standard and level For a sample The app in area trust with work colleagues

Level	Sample	standard deviation	arithmetic mean
high	40	2.11	23.35

From the table aboveGetting Sample on Level HighIn the middle of my account (23.35) and standard deviation (2.11) in after trust With colleagues the job The researcher explains it several Reasons Scientific Related by nature environment the job, and characteristics Organizational, and nature Culture prevailing between employees Activities Sports in Directorates Youth And sports in area Southern, That's as Next:

- 1.nature the job collective in Activities Sports:Activities Sports By its nature Requires Cooperation On the ground Continuing between employees To achieve Goals Joint(to organize Championships, Supervision on the difference, numbers Events)this style from the job Enhances communication Direct, and exchange Support, and coordination Daily, Which Raise from level trust mutual Among them
2. Interdependence in task completion: The existence of interconnected tasks among employees naturally fosters a need for trust, as an individual's success depends on the commitment of their colleagues. This interdependence makes employees more eager to build a good reputation and cooperate sincerely.
3. Supportive Leadership and a Positive Organizational Culture: According to servant leadership theory, when employees feel that leaders care about their interests and support them, they pass these values on to their colleagues, leading to a climate of respect and mutual trust. Studies indicate that horizontal trust (among colleagues) flourishes in work environments that encourage transparency and mutual support.

(1)Sameh Saeed Hegazi: Servant Leadership and its Impact on Excellence in University Performance: A Field Study at Ain Shams University, Master's Thesis, Faculty of Commerce, Port Said University, Department of Management, 2021, p. 23.

(1) Ahmed Mohamed Mustafa: Source previously mentioned, p. 44.

(2) Baldwin, S., et al. (2018). Servant Leadership and Trust in Supervisors: An Empirical Study. Journal of Leadership & Organizational Studies, 25(3), 280–293.

(3)Yasser Abdul Ghani Sharif: The effectiveness of the performance evaluation system and its impact on job loyalty among physical education teachers in Mosul, Thi Qar University Journal of Physical Education , Issue 3, Volume 2, Part 2, p. 37.

(1)Abdelhak Khamkani: The impact of organizational culture on job satisfaction: A case study of the operational directorate of Algeria Telecom, Ouargla unit, Master's thesis, Faculty of Economic, Commercial and Management Sciences, Department of Economic Sciences, University of Ghardaia, 2019, p. 45.

(2)Shaimaa Helmy Shehata Hamed: Organizational Trust and its Impact on the Creative Behavior of Employees: A Field Study on a Sample of Employees at Damanhour Fever Hospital, Journal of the Faculty of Education - Ain Shams University, Issue Twenty-Seven (Part Two), 2021, p. 39.

4. Cultural and social homogeneity among employees: The fact that most employees in these directorates belong to a social environment that is culturally and morally similar enhances implicit understanding among them and reduces the likelihood of misunderstandings or conflicts, thus supporting the building of trust.
 5. Shared experience and past successes: Working together for years on successful projects or events has a positive impact on professional relationships. Past experiences that have resulted in achievements increase the level of trust between colleagues.⁽²⁴⁾
 6. Job stability and low employee turnover: When employees work with the same colleagues for extended periods, trusting relationships develop naturally as a result of continuous interaction and knowing each individual's abilities and intentions.
- We find that members of administrative bodies enjoy social activities with their colleagues because they work together to achieve a common goal of serving the sports institution and achieving the desired results. The spirit of cooperation motivates them to work harder, creating social cohesion among them. This cohesion brings them closer together and fosters mutual support.⁽²⁵⁾

table(22) It shows Grades raw and levels And the number and the ratio centennial For the field trust With colleagues the job

Percentage	number	raw grade	Levels
57.5%	23	23–25	Very high
10%	4	22–23	high
7.5%	3	21–22	middle
12.5%	5	20–21	low
12.5%	5	19–20	Very low
100%	40		the total

And it becomes clear from during Table(56)that sample The application Distributed on several Levels in area Trust in organizational colleagues As if number individuals sample The application Those He reached Their level high very(23), Their ratio(57.5%).As for Those He reached Their level high So it was Their number(4), Their ratio(10%).And those He reached Their level middle He was Their number(3), Their ratio(7.5%).As for Those He reached Their level low He was Their number(5), Their ratio(12.5%).And those He reached Their level low very He was Their number(5), Their ratio(12.5%).and shape(17)It is clear that Level High very(23–25degree)andrate(57.5%)It represents this Level ratio The largest from The sample, so that more from half employees They enjoy Confidently High very with their colleagues The researcher explains this as

- presence environment a job supportive It prevails cooperation and support mutual.
- commitment Individuals With values Organizational, and their feeling Safe Psychological in Dealing with colleagues.
- effectiveness Leadership the maid in Consolidation climate from Respect And honesty, Which Reduces from Conflicts Interior And it increases from harmony. It indicates Studies Arabic to that trust Organizational It is related positively With satisfaction Job and performance Collective,As in Al-Zaatar's study (2020), which proved that leadership values based on serving individuals enhance trust among team members.⁽²⁶⁾As for the high level (22–23 degrees) and a percentage of (10%)The researcher attributes this to the fact that

- These employees have a high degree of confidence, but they may sometimes encounter situations that limit their full engagement with colleagues.
- The reason could be a difference in experiences or orientations, or limited daily interaction.

As for the intermediate level ((21–22 degrees) and a percentage of (7.5%)The researcher attributes this to the fact that

- Poor communication or direct interaction.
- Negative past experiences reduce openness to colleagues.
- The absence of initiatives from leaders to bridge the differences in viewpoints.

As for the low level ((20–21 degrees) and a percentage of (12.5%)The researcher attributes this to the fact that

- Weak cooperation.
- Increased conflicts or misunderstandings.
- Reduced enthusiasm for participating in teamwork.

However, the very low level ((19–20 degrees) and a percentage of (12.5%)The researcher attributes it toThe presence of structural or communication problems in the work environment may be due to:

- Frequent negative experiences among colleagues.
- Lack of administrative support in resolving disputes.
- An unhealthy competitive environment.

3-3-3 an offer results levels area trust In the administration Upper Organization and its analysis and discussing it:

table(23) It shows Middle Calculation and deviation Standard and level For a sample The app in area trust Senior management

Level	Sample	standard deviation	arithmetic mean
high	40	1.88	18

The table above shows the result obtained by the sample (arithmetic mean =18, standard deviation = 1.88) The researcher explains this by stating that the majority of sports activity staff in the youth and sports directorates of the southern region have a high degree of trust in their senior leadership. This result can be explained by several interrelated reasons:

1. Clarity of vision and organizational goals: When senior management sets a clear vision and specific strategic plans, employees feel that the organization is moving in a steady and deliberate direction, which enhances their confidence in leadership decisions.⁽²⁷⁾
- 2.Credibility and administrative integrity:The consistency of the words and actions of senior leaders, and their avoidance of unrealistic promises, reinforces a positive image among employees that senior management is characterized by integrity and transparency, which enhances trust.
3. Commitment to supporting employees: Providing moral and material support, and quickly resolving problems faced by employees, reflects that senior management cares about the well-being of employees and supports their needs, creating a strong relationship of trust.
4. Servant leadership as an administrative basis: The nature of servant leadership, which focuses on serving others and developing their capabilities, is consistent with enhancing trust in senior management, where employees feel that their leaders put their interests and personal success in mind before any other considerations.⁽²⁸⁾ This is what Ahmed (2023) pointed out as one of the most prominent determinants of institutional trust.
- 5.communication The effective and transparent:Approval Channels communication Open and transparent between Administration Upper and employees Activities Sports Contributes in transfer Information accurately, And reduces from rumors bad Understanding.

(1)Mutab Hamed Kadhim: The role of organizational trust in improving the level of situational and behavioral work outputs: An applied study in the Al-Diwaniyah Textile Factory, College of Administration and Economics - Al-Qadisiyah University, Iraq, Volume 10, Issue 2, 2008, p. 22.

(2)Alaa Idris Yasser: Social cohesion among members of the administrative bodies of sports clubs in Dhi Qar Governorate from the point of view of coaches, Thi Qar University Journal of Physical Education , Issue 3, Volume 2, Part 2, p. 355.

(1)Dunya Noor Religion Yasin Zaatari:Leadership the maid I have My managers schools Basic Government in governorate etctoYel and its relationship butifour Citizenship Organizational totowitthowto from Andh⁵ consideration The teachers themselves, Master's thesis, College of Graduate Studies and Scientific Research, Hebron University, 2020, p. 47.

(1)Shaimaa Helmy Shehata Hamed: Source previously mentioned, p. 53.

(2)Ahmed Badin Mohammed: The Role of Servant Leadership in Enhancing Organizational Commitment: An Exploratory Study of the Opinions of a Sample of Employees at the Ministry of Higher Education and Scientific Research Center, Master's Thesis, College of Administration and Economics, Wasit University, 2023, p. 37.

table(24) It shows Grades raw and levels And the number and the ratio centennial For the field Trust in senior management

Percentage	number	raw grade	Levels
65.00%	26	18.6–20	Very high
10.00%	4	17.2–18.6	high
12.50%	5	15.8–17.2	middle
5.00%	2	14.4–15.8	low
7.50%	3	13.0–14.4	Very low
100%	40		the total

And it becomes clear from during Table(57)that sample The application Distributed on several Levels in area Trust in senior organizational management As if number individuals sample The application Those He reached Their level high very(26), Their ratio(65%).As for Those He reached Their level high So it was Their number(4), Their ratio(10%).And those He reached Their level middle He was Their number(5), Their ratio(12.50%).As for Those He reached Their level low He was Their number(2), Their ratio(5%).And those He reached Their level low very He was Their number(3), Their ratio(7.50%).and shape(18)It is clear that

The level is very high (raw grade:18.6–20, Percentage: 65%. The high percentage (65%) at this level is explained by the researcher as reflecting the majority of employees' perception of the senior management's competence and ability to lead sports operations with high efficiency. This is attributed to the existence of clear policies, fairness in resource allocation, and a rapid response to the needs of field operations, in addition to the application of leadership styles close to the concept of servant leadership, which focuses on employee well-being and the development of their capabilities.²⁹However, the high level (raw grade):17.2–18.6, percentage: 10%. The researcher attributes this to the fact that there is a segment with a strong positive impression of management, but at a level lower than very high. The reason is often a general satisfaction with management policies, with some observations about the lack of direct personal communication or weak participation in decision-making. This group sees management as efficient but not ideal in all practices, which kept it at a "high" level instead of moving to very high.³⁰As for the "intermediate" level (raw score:15.8–17.2, percentage: 12.5%. The researcher interprets this as a balanced impression among this group, as they believe that senior management provides acceptable performance, but there are gaps in response or procedural fairness, or slowness in making important decisions. However, the low level (raw grade):14.4–15.8, percentage: 5%. The researcher attributes this to the fact that this group has negative experiences or impressions of management, perhaps as a result of delays in providing resources, weak support for field initiatives, or a feeling of marginalization and lack of involvement in decision-making. However, the level is very low (raw grade:13.0–14.4, percentage: 7.5%). The researcher interprets this as meaning that this category comprises the most critical employees of senior management, often suffering from a lack of trust due to repeated experiences of inefficiency, unfairness, or failure to meet urgent needs. This category may include new employees with high expectations that were not met, or experienced employees who were disappointed by past policies or decisions. Furthermore, "social desirability bias" may have masked a larger percentage of those with very low trust, as some may choose positive answers to avoid conflict.³¹)

3-4 an offer results Differences in Organizational trust and its analysis and discussing it:

For the sake of knowledge indication Differences between Sports activity staff in the youth and sports directorates in the southern region in variable trust Servant leadership, organizational trust, and managerial competence researcher analysis Contrast Single(ANOVA)And the results Among them Table(25) .

table(25) It shows indication Differences betweenSports activities staff in directorates for the scale

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Organizational trust	Between Groups	41.344	4	10.336	0.238	0.915
	Within Groups	1520.556	35	1520.556		
	Total	1561.9	39			

The table shows (25The results of the one-way ANOVA test (The ANOVA indicates no statistically significant differences in the means of the independent variables; that is, there are no statistically significant differences between sports activity staff in different directorates in the southern region in terms of the level of servant leadership, the level of administrative efficiency, and the level of organizational trust, based on the Sig values, all of which were higher than(0.05)This indicates the homogeneity of employees in these variables, regardless of the categories or directorates to which they belong. Professional conduct has a significant impact on employees because it directly affects their performance.⁽³²⁾)

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