

Modeling relationship Causality For administrative efficiency For employees Activities Sports in Directorates Youth And sports in area Southern

Abbas Sabeeh Faraj, Prof. Dr. Jassim Saad Jassim

College of Physical Education and Sport Science, University of Thi-Qar, Thi-Qar, 64001, Iraq

Abbas.Sabeeh@23utq.edu.iq jasimaljasim77@utq.edu.iq

Abstract

It lies importance Search in supply Makers decision in Directorates Youth And sports With indicators Scientific minute around Determinants Efficiency Administrative I have employees Activities Sports.and assistance in Diagnosis Aspects power and weakness in Performance Administrative, In what Contributes in situation Programs Training and developmental Built on Foundations Scientific.and support efforts to improve Performance institutional And raised level quality Services Sports the introduction For the youth in area Southern.However, the research problem faces Institutions sector The athlete Challenges Increasing in investigation Efficiency Administrative Required And Showed Studies Previous that pattern Administrative efficiency from Factors Influential in Performance institutional Therefore It revolves problem Search in Answer on question Main the next level Efficiency Administrative For employees Activities Sports? And it was Goals Search building gauge Administrative efficiency For employees Activities Sports in Directorates Youth And sports in area Southern knowledge level Administrative efficiency I have employees Activities Sports in Directorates Youth And sports in area Southern And assume researcher There are relationship causality The indication Statistics between Variables Administrative studied and efficiency Administrative For employees Activities Sports in Directorates Youth And sports in area Southern.And use researcher use researcher Curriculum Descriptive With style Christian Relations Correlation Because more suitability nature The problem.

1- Research Introduction:

1-1 Introduction to the research and its importance:

It is Efficiency Administrative from Foundations Basic that It does On it effectiveness Institutions Sports and its ability on investigation Its goals development And the service, no Sima in Directorates Youth And sports that undertakes Badr pivotal in to organize Activities Sports, investment energies Youthful, and strengthening Participation community.so that level Efficiency Administrative I have employees Activities Sports Reflected In picture directly on quality Planning and organization and implementation And follow-up, Please on Hassan investment Resources Humanity and material Available. And in shadow Changes accelerated that It is witnessing the environment Administrative Contemporary, gesticulate It imposes from requirements It relates With governance, And transparency, Work Institutional, I became The need Diamond to adoption Models Scientific Modern Contributes in explanation Relations complex between Variables Organizational and administrative. And it is Modeling relationship Causality Using Methods Statistics Advanced, no Sima Modeling equations Structure(SEM), from Most important Tools that Allows Understanding Deeper nature Effects Live and other Live between variables, Instead from Sufficiency through relationships Correlation traditional.The importance of the research lies in supply Makers decision in Directorates Youth And sports With indicators Scientific minute around Determinants Efficiency Administrative I have employees Activities Sports.and assistance in Diagnosis Aspects power and weakness in Performance Administrative, In what Contributes in situation Programs Training and developmental Built on Foundations Scientific.and support efforts to improve Performance institutional And raised level quality Services Sports the introduction For the youth in area Southern.

1-2 Research problem:

Faces Institutions sector The athlete Challenges Increasing in investigation Efficiency Administrative Required And Showed Studies Previous that pattern Administrative efficiency from Factors Influential in Performance institutional Therefore It revolves problem Search in Answer on question Main the next level Efficiency Administrative For employees Activities Sports?

1-3 Research hypotheses:

. There are relationship causality The indication Statistics between Variables Administrative studied and efficiency Administrative For employees Activities Sports in Directorates Youth And sports in area Southern

1-4. Research objectives:

1. Developing a scale for the administrative efficiency of sports activity staff in the youth and sports directorates in the southern region
2. Knowing the level of administrative competence of employees Activities Sports in Directorates Youth And sports in area Southern

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)126For example, it shows the percentage of employees in each directorate out of the total population.Basra Youth and Sports DirectorateIts 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 administrative efficiency scale:

Given For lack of presence tool Local Available In it Terms Required from where Its suitability To measure(Administrative efficiency)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 Administrative efficiency of Sports activity staff in the youth and sports directorates in the southern region .

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

in a light Definition Theory For the variable Administrative competence and knowledge on Literature and studies The relationship Specify researcher(6)Fields scale Efficiency Administrative And placed 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 in explaining 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(Ka2)To learn on Fields The righteous one from Other as Clear in Tables(1) .

table(2 It shows results a test(Ka2)opinions Experts regarding power Fields gauge Administrative efficiency

Significance	sig	Ka2	Not suitable	It is suitable	Fields	T
moral	0.000	0.00	0	15	Personality and Behavioral Axis	1
moral	0.000	0.00	0	15	Administrative and performance axis	2
moral	0.000	0.00	1	14	Cognitive and creative focus	3
immaterial	024	7.55	11	4	The axis of principles and values	4
immaterial	0.25	7.73	12	3	Interactivity and social focus	5
immaterial	0.22	7.54	11	4	Communication Hub	6

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⁾

⁽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.

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 Administrative efficiency was achieved 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(28) Paragraph with Taking With notes and amendments that I mentioned.with Taking With notes and amendments that I mentioned and the table(3)It turned out that.

Table (3) The results of the chi-square test show expert opinions regarding the validity of the scale items.Administrative efficiency

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	Personality and behavior	1
moral	0.000	15	0	15	8, 9, 10, 11, 12, 13, 14	7	Administrative and performance	2
moral	0.000	11.26	1	14	15, 16, 17, 18, 19, 20, 21	7	Cognitive and creative	3
Meaningful, but experts deleted it.	0.0002	16.93	13	2	22, 23, 24, 25, 26, 27, 28	7	Principles, values, interactivity, and social interaction	4

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

after Finish from building scale 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 scale 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 Administrative efficiency 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.(4) 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(4)

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(5).

⁽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 Middle Calculation and deviation Standard For both groups Upper The world and value The letter T Calculated and its significance in

account ability Discrimination scale Administrative efficiency

Paragraph strength	Level of significance	valueCalculated t	Lower group		Upper Group		Sequence
			standard deviation	arithmetic mean	standard deviation	arithmetic mean	
distinctive	0.046	1.936	0.467	4.73	0	5	1. Personality and Behavioral
distinctive	0.002	3.627	0.786	3.73	0.467	4.73	2
Unmarked	0.26	1.12	0.6	4.45	0.505	4.64	3
distinctive	0.000	4.781	0.874	3.18	0.505	4.64	4
distinctive	0.000	8.343	0.831	2.91	0	5	5
Unmarked	0.025	1.185	1.168	4.18	0.505	4.64	6
distinctive	0.027	-2.39	0	5	0.505	4.64	7
distinctive	0.000	5.892	0.831	2.91	0.505	4.64	1 Administrative and performance
distinctive	0.015	2.673	1.009	3.73	0.505	4.64	2
distinctive	0.027	2.39	1.514	3.91	0	5	3
distinctive	0.000	4.822	1.25	3.18	0	5	4
not distinctive	0.027	0.41	0.5	4.09	0.4	4.18	5
distinctive	0.000	5.809	0.674	2.64	0.647	4.27	6
Unmarked	0.109	1.67	1.362	3.36	0.874	4.18	7
distinctive	0.000	-4.183	0	5	0.505	4.36	1. Cognitive and creative
Unmarked	0.219	-1.268	0.505	4.64	0.505	4.36	2
distinctive	0.000	4.811	1.191	3.27	0	5	3
Unmarked	0.139	-1.539	0.302	4.91	0.505	4.64	4
distinctive	0.02	2.39	0.6	4	0.4	4.36	5
distinctive	0.000	9.037	0.701	3.09	0	5	6
distinctive	0.000	6.113	0.905	2.73	0.505	4.64	7
distinctive	0.000	6.104	1.136	2.91	0	5	Principles and Values
Unmarked	0.5	0.65	0.6	4.55	0.505	4.64	2
distinctive	0.016	2.631	0.688	4.45	0	5	3
distinctive	0.000	-4.183	0	5	0.505	4.36	4
Unmarked	0.4	0.6	0.55	4.27	0.5	4.36	5
distinctive	0.000	-4.183	0	5	0.505	4.36	6
distinctive	0.001	3.73	1.293	3.55	0	5	7

The table indicates (5) The arithmetic mean and standard deviation of the upper and lower groups from the sample of (70) observations for the Administrative Efficiency Scale were calculated. The highest (27%) of items were calculated, and the total responses were collected and designated as the upper group (11). The lowest (27%) of responses were designated as the lower group (11). The arithmetic means and standard deviations of both groups were calculated, and the t-value was calculated, followed by the statistical significance value (sig). An item is considered significant and relevant if the (sig < 0.05) value is significant. An item is not significant and may require further analysis, such as modification or addition (sig < 0.05). ≥0.05). With these actual results, we find that the scale includes (02A meaningful paragraph And distinctive Good and (8) non-Marturano statistically significant. Thus, the number of items on the scale becomes (20) Valid paragraph,

table(6) It shows Paragraphs Excluded from power Distinction and connection For fields In the servant leadership scale

remaining paragraphs	Excluded paragraphs	Fields	T
1,2,4,5,7	6.3	Personality and behavior	1
1,2,3,4,6	5.7	Administrative and performance	2
1,3,5,6,7	2.4	Cognitive and creative	3
1,3,4,6,7	2.5	Principles, values, interactivity, and social interaction	4
20	8	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(7).

table(7) It shows Values coefficient Link between degree all paragraph In degree College scale Administrative efficiency Applied on sample Construction

It shows the values of the internal consistency coefficient for the managerial efficiency scale.			
Significance	Sig	Correlation coefficient	Paragraph
moral	0.028	0.263	1. Personality and Behavioral
moral	0.002	0.358	2
It fell in the previous procedure	0.07	0.217	3

moral	0.000	0.663	4
moral	0.000	0.725	5
It fell in the previous procedure	0.069	0.219	6
moral	0.029	-0.261	7
moral	0.000	0.452	1. Administrative and performance-related
moral	0.001	0.396	2
moral	0.000	0.471	3
moral	0.000	0.455	4
It fell in the previous procedure	0.08	-0.009	5
moral	0.000	0.475	6
It fell in the previous procedure	0.000	0.499	7
moral	0.021	0.75	1. Cognitive and creative
It fell in the previous procedure	0.000	0.412	2
moral	0.000	0.048	3
It fell in the previous procedure	0.06	0.03	4
moral	0.000	0.412	5
moral	0.000	0.666	6
moral	0.000	0.546	7
moral	0.000	0.683	1. Principles and Values
It fell in the previous procedure	0.912	-0.013	2
moral	0.000	0.418	3
moral	0.005	0.435	4
It fell in the previous procedure	0.07	0.02	5
moral	0.005	0.448	6
moral	0.000	0.045	7

It turned out results Table(19)Values coefficient Link Calculated between degree all paragraph In degree College scale Administrative efficiency so came Function statistically when most Paragraphs from Clear that the reason in non moral some Paragraphs scale Administrative efficiency 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 saturation axis or repetition Meanings itself Lost leads that to overlap Paragraphs And not appearance some Paragraphs As a moral principle, and thus become number Paragraphs The righteous one For the scale(20)paragraph .

secondly:relationship correlation degree Paragraph degree Field For the administrative efficiency 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(8)It turned out Results.

table(8) It shows Values coefficient Link between degree Paragraph and degree Field scale Administrative efficiency Applied on sample Construction

It shows the values of the internal consistency coefficient for the managerial efficiency scale.

Significance	Sig	Correlation coefficient	Paragraph
moral	0.000	0.50	1. Personality and Behavioral
moral	0.000	0.50	2
It fell in the previous procedure	0.11	0.14	3
moral	0.000	0.64	4
moral	0.000	0.57	5
It fell in the previous procedure	0.8	0.12	6
moral	0.000	0.95	7
moral	0.000	0.544	1. Administrative and performance-related
moral	0.001	0.408	2
moral	0.000	0.378	3
moral	0.000	0.721	4
It fell in the previous procedure	0.078	0.012	5
moral	0.000	0.719	6
It fell in the previous procedure	0.086	0.031	7
moral	0.000	0.483	1. Cognitive and creative
It fell in the previous procedure	0.60	0.09	2
moral	0.000	0.621	3
It fell in the previous procedure	0.056	0.06	4
moral	0.000	0.588	5
moral	0.000	0.768	6
moral	0.000	0.456	7
moral	0.000	0.656	1. Principles and Values
It fell in the previous procedure	0.116	0.21	2
moral	0.000	0.822	3
moral	0.000	0.631	4
It fell in the previous procedure	0.113	0.18	5
moral	0.046	0.721	6
moral	0.000	0.484	7

It turned out results Table(8)that most Transactions Link Calculated She was Function statistically And so become number Paragraphs The righteous one For the scale(20)paragraph After deleting the irrelevant paragraphs that were omitted in the previous procedure.

Third:relationship Link between grades Fields and grades College For the administrative efficiency scale:

It was completed Use coefficient correlation Pearson To extract Transactions Link between grades Fields and degree College For the scale , and the table(9)It turned out that.

table(9)
It shows relationship correlation Field In degree College scale Administrative efficiency

moral	sig	Correlation coefficient	Areas for measuring administrative efficiency
moral	0	0.76	Personality and Behavioral Field
moral	0	0.826	Administrative and performance field
moral	0	0.667	The field of knowledge and creativity
moral	0	0.61	The field of principles, values, interaction, and social interaction

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 scale In measuring the 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 letter Fā' to them Lost Value Calculated scale Administrative efficiency(0.646)degree after that It was completed account coefficient correlation(Pearson)between results Half scale that Showed that value coefficient Link half scale Administrative efficiency(0.621)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 Administrative efficiency reached(0.766)It is grades stability High Reliable In it.

table(10) It shows Values Steadfastness In a way Retail Half

Spearman-Brown	Correlation Between Forms	Half-even stability	Half-odd stability	Fields
0.766	0.621	0.481	0.646	1-Administrative efficiency

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(0.80)He is index high For stability maybe Trust With him.

table(11) It shows Values alpha According to(road alpha Cronbach)

Interpretation	Cronbach's	scale	
Very good confidence in the scale and very acceptable	0.80	Administrative efficiency	1

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(°)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(°)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(12)

The squint coefficient shows Statistical measure scale Administrative efficiency

Value	scale
87.76	average
7.5	Standard deviation (s)
88.5	The mediator
28	range
-0.49	Torsion coefficient
-0.68	squamous coefficient
71	Minimum
99	Highest limit

2-8 Standardized scores:

(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.

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. To convert the raw score to standardized scores, the researcher extracted the angular score as follows:

$$\text{Degree Standardization} = \frac{\text{Raw score} - \text{Minimum}}{\text{Maximum} - \text{Minimum}}$$

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

table(13) It shows Levels and categories For degrees raw and grades Standardization Modified and number repetitions Verified For a sample Construction in gauge Administrative efficiency

%	number	Raw grade range (X)	T	Z	Level
0	0	99≤	65≤	1.5≤	Very high
41.4	29	91.5 – 99.0	55 – 65	0.5, 1.5	high
25.7	18	84.0 – 91.5	45 – 55	0.5 – 0.5	middle
21.4	15	76.5 – 84.0	35 – 45	-1.5 – , -0.5	low
11.4	8	76.5>	35>	-1.5>	Very low
100	70				the total

table(14)

It shows Grades Standardization and levels Standardization and grades raw For fields gauge Administrative efficiency

Interactive	cognitive	Administrative	Personality	T Range	raw	Z Range	Level
23.64<	24.34<	24.06<	23.83	65≤	99	1.5≤	Very high
22.44 – 23.63	22.88 – 24.33	22.60 – 24.05	22.73 – 23.82	55 – < 65	91.5 – 99.0	0.5 – < 1.5	high
19.84 – 22.43	19.99 – 22.87	19.69 – 22.59	20.55 – 22.72	45 – < 55	84.0 – 91.5	-0.5 – < 0.5	middle
18.84 – 19.83	18.98 – 19.98	18.68 – 19.68	20.03 – 20.54	35 – < 45	76.5 – 84.0	-1.5 – < -0.5	low
18.24>	18.52>	18.22>	19.43>	35>	76.5>	-1.5>	Very low

2-10 Describe the scale in its final form:

gauge Administrative efficiency:

be scale In its form Final from (20) paragraph Distributed on (4) Fields she Personality and behavior And it was formed from (5) paragraphs Administrative and performance It was formed from (5) paragraphs cognitive and creative It was formed from (5) paragraphs and Initial and values Interactive And social from (5) 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 (100) degree And the lowest degree He got On it (20) degree Middle hypothetical For the scale (3) The middle hypothetical For answers he (20*3=60) And whenever She was degree The responder higher from degree Middle hypothetical Del that on His possession level high from Administrative efficiency.

2-11 Applying the measures to the main sample:

after Completion all requirements design scale and their procedures They became Ready For application and included Organizational trust (20) A paragraph distributed across (4) areas And it was Limit top For the administrative efficiency scale (180) and limit Lowest (129) 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 Administrative efficiency 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:

I depend researcher means Statistics The following Using The following programs ((EXCEL) and the bag Statistics (SPSS) and (AMOS). and program R Statistician 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 in R I helped with the coloring For drawings, diagrams, organizing the data application process, and arranging the path by writing (cod) like

install. Packages ("Diagrammer") and library (lavaan))

(1) slave Galilee Al-Zubaidi and others: Tests and standards Psychology, Directorate house Books For printing and publishing, university Mosul 1980p. 46.

(2) Ali Salloum: Principles of Statistical Methods in Physical Education, Baghdad, 2007, p. 96.

(3) Mohammed Hassan Alawi And Muhammad victory Religion Radwan: Measurement in Education Sports And knowledge self The athlete, Cairo, house thought Arabic 2002p358.

(4) Abdul Jalil Ibrahim Al-Zubaidi and others: Same source as above 1987, p. 43.

(1) Abdul Rahman Al-Kandari and Muhammad Ahmad Al-Dayem, source previously mentioned, pp. 62-64.

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:

4-5an offer results Administrative efficiency scale and its analysis and discussing it:

To know presence Administrative efficiency I 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(59) .

table(15)

It shows Middle Calculation and deviation Standard and value The letter T Calculated For the administrative efficiency of the application sample

Significance Statistics	Level of significance	df	Calculated T	hypothetical mean	standard deviation	arithmetic mean	variable
moral	0.0001	39	5.7	60	8.47	87.65	Administrative efficiency

It showsFrom the results of the table (15) The calculated value of (t) for administrative efficiency was statistically significant at a significance level of less than (0.05) and in favor of the arithmetic mean of the sample. This is an indication that the employees have administrative efficiency. The researcher attributes the employees' possession of administrative competence to the fact that administrative competence is considered one of the most important elements of administrative work.astronomical He is employee That efficiency High And performance high It is necessary that He works on investigation Goals Directorate that He works For her sake And he understood Aspects Administrative Finance And artistic And he worked balance between Relations Humanity and the workers and consideration circumstances that Surrounding At the position Related By taking decision Work on investigation And satisfaction needs and desires staff in Directorate and the balance between Possibilities existing And between what maybe Investigating it from Goals Required And standing on obstacles Implementation and striving Scientific And logical The healthy For matters Related At the directorate. And thisAWhat is the answer?QWith whatmHe stated that administrative competence means the ability to perform a job as a result of personal readiness, learning, training, and experience. Therefore, the more experience a person has, the more competent they become. A person may possess more than one competence. Administrative competence is not a talent, but an ability that a person can develop. It gives them the ability to gather, process, and access the information necessary to accomplish the assigned tasks in a way that achieves the intended goals, by using and employing all available resources.hHe has the resources to achieve that⁽¹⁵⁾ .

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.⁽¹⁶⁾

table(16) It shows Grades raw and levels And the number and the ratio centennial scale Administrative efficiency

Percentage	number	raw grade	Levels
7.5%	3	more than95	Very high
50%	20	88-94	high
22.5%	9	78-87	middle
15%	6	71-77	low
5%	2	below70	Very low
100%	40		the total

Based on the table above, the level is very high (more than(95 points) (3 employees – 7.5%) The small percentage of the sample achieving a very high level is explained by the researcher as the presence of an elite group of employees characterized by extensive professional experience, high efficiency in planning, organization, and administrative control, in addition to outstanding decision-making and time management abilities. These individuals often possess exceptional leadership and interpersonal skills, supported by advanced training or higher academic qualifications in sports management. Studies indicate that superior performance in administrative efficiency It is often the result of integrating technical skills, organizational commitment, and a supportive work environment.Suleiman2024, p. 211).⁽¹⁷⁾But the level is high (88–94 degrees) (20 employees – 50%) The majority of the sample falls within this level, which the researcher attributes to the fact that approximately half of the employees possess very good abilities in managing tasks and resources and achieving organizational goals. The reason behind this high percentage may be the availability of a supportive organizational environment, a supportive and guiding leadership, and regular training opportunities that enhance their efficiency. Research indicates that servant leadership leads to increased employee efficiency by empowering them and providing them with the confidence and resources necessary for effective performance (Abdul-Tawab, 2021, p. 145).⁽¹⁸⁾As for the intermediate level ((78–87 degrees) (9 employees – 22.5%))The presence of a considerable percentage at the middle level is explained by the researcher as indicating that there is a segment of employees who possess acceptable skills, but they need greater development in some administrative aspects such as strategic planning, communication skills, or the ability to innovate in problem-solving. This result may be due to limited experience, inadequate access to ongoing training, or unclear roles and responsibilities. Management studies indicate that the absence of individual development programs leads to employees remaining at an average performance level (Ahmed, 2024, p. 88).⁽¹⁹⁾However, the level is low (71–77 degrees) (6 employees – 15%)The researcher attributes this to the fact thatThis percentage represents a category of employees who suffer from weaknesses in some components of managerial competence, perhaps due to a lack of experience, weak leadership and supervisory skills, or inefficient utilization of available resources. The reason may also be related to work pressures or a lack of incentives, leading to low motivation for outstanding performance. The level is very low (less than70 points) (2 employees - 5%)The researcher explains it as follows:This represents the lowest percentage in the sample, indicating the presence of individual cases requiring urgent management intervention. These employees may lack the basic skills necessary to perform their duties effectively, or they may be experiencing personal or professional problems that affect their performance.

4-6 an offer results levelsFields gauge Administrative efficiency:

4-6-1an offer results levels area Personality behavior and its analysis and discussing it:

table(17)

It shows Middle Calculation and deviation Standard For a sample The app in Personality and Behavioral Field

Level	Sample	standard deviation	arithmetic mean
middle	40	2.01	21.9

Showed results Analysis statistician For the field Personality behavior Getting Sample on middle My account Its amount(21.9)by deviation normative(2.01), He is what It indicates to level middle in this The field, with homogeneity relative in Responses The researchers so Reflects deviation Standard Low rapprochement Their opinions and stability Their trends.It is explainedresearcher this Level average in a light that some Dimensions Leadership the maid–Like listening, And empowerment, and care growth Individuals–Verified in environment the job, unless that Applying it no It is In picture Comprehensive or Consistent in all The directorates, however, have limited the attainment of high levels of positive behaviors such as altruism, self-control, and continuous initiative. Furthermore, while organizational trust is at an acceptable level, it still requires further strengthening through procedural fairness, transparency in decision-making, and effective organizational communication. On the other hand, the existing administrative efficiency, while adequate in managing activities, suffers from some gaps in organization and resource allocation, which impacts the sustainability of positive behaviors. This finding indicates the necessity of institutionalizing servant

(1) Asil Taher Suleiman: Source previously mentioned, p. 33.

(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 Educatio , Issue 3, Volume 2, Part 2, 2025, p. 60.

(1)Adel Mohamed Hassan Suleiman: The Servant Leadership of Heads of Academic Departments and its Relationship to the Professional Development of Teaching Assistants and Assistant Lecturers at the Faculty of Education, Ain Shams University: A Field Study, Educational Journal, Volume 5, Issue 120, 2024, p. 211.

(2)Hanan Tantawi Ahmed Abdel-Tawab: Servant leadership behaviors as an approach to achieving competitive advantage in university youth welfare departments, Faculty of Social Work - Fayoum University, Journal of the Future of Social Sciences, Issue 6, 2021, p. 145.

(3)Sharif Yusef Hamed AhmedSource previously mentioned, p. 88.

leadership practices, enhancing organizational trust, and improving administrative efficiency to contribute to raising the level of positive behaviors from average to high. This aligns with the findings of previous Arab studies, such as the study by Abdullah bin Talib (2018).⁽²⁰⁾Which confirmed the impact of servant leadership in enhancing organizational trust. 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 hidden to him to a large extent, this depends on the integrity of the evaluation process procedures, as well as their objectivity and fairness.⁽²¹⁾

table(18)

It shows Grades raw and levels And the number and the ratio centennial For the field Personality and behavior

Percentage	number	raw grade	Levels
17.50%	7	>25	Very high
12.50%	5	23–24	high
45.00%	18	21–22	middle
15.00%	6	19–20	low
10.00%	4	<18	Very low
100%	40		the total

And it becomes clear from during Table(62)that sample The application Distributed on several Levels in area Personality behavior As if number individuals sample The application Those He reached Their level high very(7), Their ratio(17.50%).As for Those He reached Their level high So it was Their number(5), Their ratio(12.50%).And those He reached Their level middle He was Their number(18), Their ratio(45%).As for Those He reached Their level low He was Their number(6), Their ratio(15%).And those He reached Their level low very He was Their number(4), Their ratio(10%).and shape(20)It is clear that Very high level (≥ 25 , 7 participants, 17.50%. The researcher interprets this level as referring to a category of employees possessing advanced personal and behavioral characteristics (discipline, empowerment, altruism, managerial competence). This is attributed to the impact of servant leadership, which is capable of engaging employees in decision-making and enhancing their sense of empowerment and job security, leading to higher levels of performance, positive behavior, and individual achievement. Several Arab studies have confirmed that servant leadership enhances individual well-being and stimulates initiative, creativity, efficiency, and ethical behavior among employees.⁽²²⁾As for the high level (23–24, 5 examined, 12.50%) These scores indicate a clear positive behavior, though not at its peak. The researcher attributes this to effective servant leadership, but it may not be consistent or varied across all locations or departments, and there may be differences in the level of managerial support or available resources. Studies generate support for servant leadership behavior reflecting positively on organizational performance, but a unified environment is needed to achieve overall excellence. The average level (21–22, 18 examined, 45.00%) This represents the vast majority, indicating that they possess an acceptable level of behavioral characteristics, but without full maturity or a consistent impact. The researcher attributes this to variations in the intensity of servant leadership application. Empowering employees across different directorates, coupled with a lack of organizational trust or the availability of unequal development opportunities across locations, results in behavioral performance that is “acceptable” without significant rises or falls.⁽²³⁾However, the low level (19–20, 6 examinees, 15.00%) This level reveals clear gaps in discipline and managerial behavior. The researcher attributes this to limited or weak organizational trust, especially employee trust in senior management or the direct supervisor, which negatively impacts employee performance and behavior. For example, Arab studies in the education, banking, and corporate sectors have confirmed that organizational trust positively affects organizational loyalty and organizational citizenship behavior, and that its weakness weakens performance and managerial behavior. The very low level (≤ 18 , 4 examined, 10.00%)The researcher interprets this as follows:These employees exhibit extremely poor behavioral levels, requiring immediate intervention. This situation often stems from a significant lack of servant leadership or organizational trust, and may be caused by an unmotivating work environment or a lack of fairness in recognition and distribution, leading to decreased performance and negative behavior. Studies indicate that organizational trust⁽²⁴⁾It directly or indirectly affects performance, creative behavior, and organizational loyalty, justifying the marked decline in this group.

4-6-2an offer results levels area Administrative Performance and its analysis and discussing it:

table(19) It shows Middle Calculation and deviation Standard For a sample The app in Administrative and performance field

Level	Sample	standard deviation	arithmetic mean
high	40	3.17	20.72

From the table aboveShow results area¹⁹Administrative And performance I have employees Activities Sports in Directorates Youth And sports in the area Southern level high so reached Middle Calculation For a sample The app(n=40)(20.72)by deviation normative(3.17)He is what Reflects Consistency well in Perception The researchers DimensionsAdministrative efficiency and operational performance⁽²⁵⁾The dispersion coefficient ($\approx 15.3\%$ average and a standard error of approximately 0.50 suggest that the average responses are stable, and the mean falls within a 95% confidence interval (19.71–21.73). This supports the conclusion that the overall level is high. This result aligns with what is mentioned in the Arabic literature, which states that supportive/servant leadership styles, through empowerment and serving subordinates, enhance organizational trust and are directly reflected in the efficiency of administrative practices and performance outcomes in sports environments. Arabic studies have shown a correlation between servant leadership practices and an improved climate of trust and high performance in organizations.⁽²⁶⁾This includes Arab sports and administrative contexts, which explains the high regard the sample group held for the dimensions of the area under measurement. Specialized Arab research in sports management confirms that developing the administrative competence of club presidents and staff is linked to improved planning, organization, and oversight, and to raising the level of institutional performance. This supports our statistical interpretation of the high average and its significance as evidence of the effectiveness of the administrative and performance practices under study. 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.⁽²⁷⁾

(1) son student, Badr son Abdullah: degree input Leadership the maid in investigation trust Organizational For leaders schools High school In my governorate Hawta brown Tamim and the fire from Destination consideration Teachers, The magazine Scientific, college Education-Asyut, Maj34, A(4), April,2018 p505-529.
 (2)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 Educatio , Issue 3, Volume 2, Part 2, p. 37.
 (1)Abdul JalilAmani Moussa: Source previously mentioned, p. 128.
 (1)Samah Bint Abdul Qader Al-Asmi and others: The impact of organizational trust on organizational citizenship behavior: A field study on the General Authority of Civil Aviation in Jeddah Governorate, Journal of Economic, Administrative and Legal Sciences - Arab Journal of Science and Research, Volume 3, Issue 6, 2019, p. 23.
 (2)Abdel Nasser Mahmoud: Dr.and trust Organizational As a variable interactive in relationship between features Job Commitment emotional study Applied on staff jobs Administrative University AsyutThe Scientific Journal of Financial and Commercial Studies and Research, Volume 4, Issue 1, Part 3, 2023, p. 834.
 (1)Ben Yahia Ibrahim: Administrative competence of sports facility managers during competitions, PhD thesis, Institute of Physical Education and Sports, University of Algiers 3, 2018, p. 54.
 (1)Dilman Ahmed Aziz and others: Servant leadership practices and their role in enhancing organizational trust: An analytical study of the opinions of a sample of employees at the Technical Institute in Sulaymaniyah, Journal of the University of Human Development, Volume 4, Issue 1, 2018, p. 14.
 (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 Educatio , Issue 3, Volume 2, Part 2, p. 355.

table(20) It shows Grades raw and levels And the number and the ratio centennial For the field Administrative and performance

Percentage	number	raw grade	Levels
35%	14	>23	Very high
12.50%	5	22-22.9	high
22.50%	9	20-21.9	middle
15%	6	18-19.9	low
15%	6	<17.9	Very low
100%	40		the total

And it becomes clear from during Table(64)that sample The application Distributed on several Levels in area Administrative And performance As if number individuals sample The application Those He reached Their level high very(14), Their ratio(35%).As for Those He reached Their level high So it was Their number(5), Their ratio(12.50%).And those He reached Their level middle He was Their number(9), Their ratio(22.50%).As for Those He reached Their level low He was Their number(6), Their ratio(15%).And those He reached Their level low very He was Their number(6), Their ratio(15%).and shape(21)It is clear that Very high level (≥The fact that more than a third of the sample achieved this level (23-35%) indicates the presence of advanced administrative and performance practices within some youth and sports directorates. These employees are characterized by their ability to apply the principles of organization, planning, and control with high efficiency. This is attributed to a supportive work environment and servant leadership that seeks to empower employees and provide them with the necessary confidence and resources, thus enhancing commitment and generating strong intrinsic motivation. Furthermore, a segment of the workforce has benefited from training programs or accumulated experience, which has positively impacted their performance. The literature indicates that servant leadership is strongly and positively correlated with high performance levels by fostering trust and a sense of belonging (Aziz, 2018).⁽²⁸⁾As for the high level (22–22.9, 12.5%) This category represents a relatively small percentage, reflecting the presence of a group of employees with good competencies, but who have not reached the highest levels of excellence. The researcher attributes this to certain gaps in managerial empowerment. Or limited participation in decision-making, or unequal training opportunities. This group often possesses good skills, but improving them requires greater support from leadership and expanded job responsibilities, as emphasized by (Moussa, 2022).⁽²⁹⁾Regarding the importance of organizational trust in raising efficiency and performance. As for the intermediate level (20–21.9, 22.5%) The average percentage indicates that a significant number of employees remain in a neutral zone, where their administrative performance is acceptable but not up to par. The researcher attributes this to a lack of sufficient incentives, weak communication channels between management and employees, or unclear strategic objectives. The existence of this category reflects the need for departments to implement ongoing development plans to raise their efficiency levels (Sulaiman, 2024).⁽³⁰⁾As for the low level (18–19.9, 15%) This category reveals administrative and performance deficiencies among a number of employees, which the researcher attributes to inadequate management training, a lack of effective participation in decision-making, or a perception among some individuals of insufficient organizational fairness. Local studies have shown that deficiencies in administrative competencies are directly linked to decreased job performance, which aligns with this finding. However, the very low level (A score of <17.9% or 15% is a worrying indicator, reflecting a clear weakness in both administrative and performance aspects. Researchers often attribute this to negative factors such as weak institutional support, lack of incentives, unavailability of training opportunities, or even a lack of trust in management. The continued existence of this group without management intervention could hinder the achievement of organizational goals. This is confirmed by the literature (Sharif, 2024).⁽³¹⁾The absence of trust and empowerment leads to a significant decline in administrative and organizational performance. In conclusion, this analysis reveals that the disparity between levels reflects a clear gap in employee competence and performance. While those at the top levels serve as a positive indicator of effective servant leadership in some departments, middle and lower levels highlight a critical need to expand training programs, increase participation in decision-making, and develop mechanisms for motivation and organizational trust to elevate all employees to higher levels..Professional conduct has a significant impact on employees because it directly affects their performance.⁽³²⁾

4-6-3 an offer results levels area cognitive Creativity and its analysis and discussing it:

table(21) It shows Middle Calculation and deviation Standard For a sample The app in cognitive and creative field

Level	Sample	standard deviation	arithmetic mean
Very high	40	3.5	22.5

Based on the table above regarding the cognitive and creative domain, the results of the application sample show that the arithmetic mean of the domain scores reached (22.5) with a standard deviation of (3.5) and a sample size of (N = 40). These values reflect a high level of cognitive and creative performance in the sample, as (22.5) represents (75%) of the maximum assumed score in a common scale model consisting of (6 items), each on a Likert scale of (1–5) (i.e., maximum total = 30), which falls, according to the methodologies of measuring organizational behavior and creativity, within the descriptive evaluation limits as “very high” or very high.⁽³³⁾The researcher explains that the sample's attainment of this level can be based on three interrelated explanatory elements:

1. Methodology and Instrument: If the instrument is well-designed and validated, the mean and spread (standard deviation) reflect the consistency of participants' responses to elements of the cognitive and creative domain, and the mean standard deviation (3.5) This indicates acceptable variance within the sample without excessive dispersion. This approach to interpreting the mean and skewness aligns with established practices in Arab research on constructing measures of creativity and cognitive abilities.⁽³⁴⁾
2. Contextual and Functional Factors: The nature of the work of sports staff (constant exposure to situations requiring innovative solutions, and the management of events, programs, and activities) fosters an environment that stimulates creative and cognitive performance. Previous studies in the sports context have demonstrated a correlation between sports work environments and levels of managerial and cognitive creativity among employees in sports organizations.⁽³⁵⁾
3. The Impact of Leadership and Organizational Culture: A servant leadership style and trust in management contribute to enhancing intrinsic motivation, empowering employees, and thus raising the level of cognitive and creative performance. It has been established in the literature that strategiesLeadership Supporter It is related By increasing Effectiveness Creative I have staff. ⁽³⁶⁾building on that, from Possible that It is attributed Level“High very” partially to practices leadership Supports Independence Professional Innovation inside Directorates Youth And sports.

(1)Dilman Ahmed Aziz and others: Source previously mentioned, p. 17.

(2) Abdul Jalil, Amani Musa: Source previously mentioned, p. 133.

(3)Adel Mohamed Hassan Suleiman: Source previously mentioned, p. 190.

(1)Sharif Youssef Hamed Ahmed: Source previously mentioned, p. 77.

(2) Adhra Fawzi Faisal and Hassan Adi Abdul Razzaq: Professional Behavior Efficiency as a Determinant Factor for the Effectiveness of Football Referees in the Iraqi Professional League, Thi Qar University Journal of Physical Educatio, Issue 3, Volume 2, Part 2, p. 383.

(3)Sharifa Jassim Abdul Rahman Al-Nasrallah: The level of administrative creativity of heads of academic departments and its relationship to administrative development from the point of view of faculty members at Kuwait University, Master's thesis, Department of Educational Administration and Leadership, College of Educational Sciences, Middle East University, 2011, p. 45.

(2)Asma Taysir Abu Rumman and others: Cognitive styles and their relationship to creative thinking among students of the Faculty of Artificial Intelligence at Al-Balqa Applied University, Young Researchers Journal, Issue 13, 2022, p. 884.

(3)Manal Mohsen Mahmoud: Building two scales of administrative power and functional creativity for managers of sports and school activity departments, Modern Sports, Volume 22, Issue 2, 2023, p. 32.

(1)Bahaa Amir Muhammad: The role of cognitive intelligence in leadership in managing financial crises: An analytical study of the opinions of a sample of managers of some directorates of the Ministry of Interior, Master's thesis, College of Administration and Economics, University of Karbala, 2021, p. 36.

table(22) It shows Grades raw and levels And the number and the ratio centennial In the field of knowledge and creativity

Percentage	number	raw grade	Levels
50.00%	20	>24	Very high
15.00%	6	22-23	high
7.50%	3	20-21	middle
15.00%	6	18-19	low
12.50%	5	<17	Very low
100%	40	—	the total

And it becomes clear from during Table(66)that sample The application Distributed on several Levels in area Administrative And performance As if number individuals sample The application Those He reached Their level high very(20), Their ratio(50%).As for Those He reached Their level high So it was Their number(6), Their ratio(15%).And those He reached Their level middle He was Their number(3), Their ratio(7.50%).As for Those He reached Their level low He was Their number(6), Their ratio(15%).And those He reached Their level low very He was Their number(5), Their ratio(12.50%).and shape(22)It is clear that Very high level (raw grade =24, number = 20, percentage = 50%. The fact that approximately half of the sample achieved a “very high” level, which the researcher interprets as possessing exceptional cognitive and creative abilities, reflects a work environment that supports creativity and innovative thinking. This can be explained by an organizational orientation that encourages individual initiatives and the adoption of new ideas, in addition to the leadership's role in fostering confidence and intellectual flexibility. This result is consistent with the findings of Shehata (2021).⁽³⁷⁾Which showed that organizational trust is a key driver of creative behavior within organizations.ButHigh level (raw grade =22–23, number = 6, percentage = 15% This level represents a significant proportion of the sample, reflecting that a group of employees possess strong cognitive and creative skills, but slightly below the very high-level category. The researcher attributes this disparity to differences in professional experience or opportunities to participate in sports activities and training programs. A study by Al-Amro (2017) also indicated this.⁽³⁸⁾Creative abilities are influenced by the educational and training inputs available to individuals. As for the intermediate level (raw grade =20–21, number = 3, percentage = 7.5% This percentage shows that there is a limited category of employees with an average level of cognitive and creative abilities, which is an indication of a disparity between Employee disengagement may stem from weak incentives or limited opportunities for skills development. This is supported by what Aziz (2018) pointed out.⁽³⁹⁾Servant leadership contributes to raising levels of creativity by empowering employees and expanding their participation in decision-making. However, the low level (raw grade =18–19, number = 6, percentage = 15% The existence of a percentageAt this level (15%), the researcher attributes this to potential organizational challenges, such as a lack of fairness in resource allocation, weak administrative communication, or a lack of opportunities for innovation. The literature has shown that the absence of a stimulating work environment leads to a decline in employees' creative abilities (Shehata, 2021).⁽⁴⁰⁾However, the very low level (raw grade less than17, number = 5, percentage = 12.5% This category represents a significant proportion of the sample, which the researcher attributes to a severe deficiency in the cognitive and creative abilities of some employees. This deficiency may stem from inadequate academic or professional qualifications, or from work-related stress and low motivation. This aligns with what servant leadership studies have indicated, linking a lack of leadership support to lower levels of excellence and creative performance. In conclusion, it is clear that the majority of the sample falls within the upper levels (65% indicates a supportive environment for creativity in youth and sports directorates, with a significant percentage (27.5%) at lower levels requiring administrative interventions, such as strengthening training and empowerment programs, and adopting servant leadership strategies that contribute to raising cognitive and creative capabilities..

4-6-4 an offer results levels area Initial and valuesand Interactive Social analysis and discussing it:

table(23) It shows Middle Calculation and deviation Standard For a sample The app in areaInitial and values and Interactive social

Level	Sample	standard deviation	arithmetic mean
Very high	40	2.69	22.45

From the table above it indicates Results Statistics For the field Initial and values Interactive social to that middle Responses(Middle Calculation)reached(22.45) with deviation normative capacity(2.69) That's For a sample It includes (40)employee in Activities Directorates Youth And sports in the area Southern, And Classified this Level on that it“high very”.The researcher explainsthis Level High from Initial and values Interactive social degree strong from Engagement Ethical behavioral I have employees Activities Sports, what It indicates to abundance in Properties that communication Strengthening trust Organizational and efficiency Administrative from during Leadership the maid.And it indicates value deviation Standard Low relatively on homogeneity marked in Reviews, Which Supports stability And hold firm Positions Towards this Field within Sample. harmonize this Level High with what I arrived To him studies Arabic Similar, like study Layla(2021) ⁽⁴¹⁾around“Leadership the maid and its impact in Organizational compliance Which I applied on sample from employees a company Cellular communications in Jordan.

table(24) It shows Grades raw and levels And the number and the ratio centennial In the fieldInitial and values and Interactive social

Percentage	number	raw grade	Levels
45.00%	18	>24	Very high
15.00%	6	22-23	high
12.50%	5	20-21	middle
22.50%	9	18-19	low
5.00%	2	<17	Very low
100%	40	—	the total

And it becomes clear from during Table(68)that sample The application Distributed on several Levels in area Principles, values, interaction, and social interaction As if number individuals sample The application Those He reached Their level high very(18), Their ratio(45%).As for Those He reached Their level high So it was Their number(6), Their ratio(15%).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(9), Their ratio(22.50%).And those He reached Their level low very He was Their number(2), Their ratio(5%).and shape(23)It is clear that The level is very high (grade =24, Number = 18, Percentage = 45.00%. The researcher attributes this level to the fact that a large percentage of employees possess a strong value system and high levels of social and interactive behavior, reflecting a true embodiment of servant leadership principles based on ethics, transparency, and serving others. This very high level means that these individuals have a high readiness for initiative, building trust within work teams, and positively influencing administrative performance. The literature confirms that a high level is directly linked to increased organizational efficiency and the creation of a supportive and innovative work environment.⁽⁴²⁾But the level is high (22 – 23, number = 6, ratio = 15.00%) The researcher interprets it asThere is a group of employees who demonstrate a good degree of ethical commitment and social engagement, but they have not yet reached their full potential. This group represents a valuable human resource that can be further developed through training and awareness programs that promote servant leadership values such as empowerment, humility, and service to others, thus contributing to their advancement to the highest level.⁽⁴³⁾As for the intermediate level (20 - 21, number = 5, percentage = 12.50%) The middle class reveals employees with an acceptable level of values and engagement, but there is a significant disparity between them and the higher classes.The researcher attributes it toThis indicates a gap in their understanding or application of servant leadership principles.In a way practical.this Level Requires

(1) Shaimaa Helmy Shehata Hamed: Source previously mentioned, p. 76.
 (2) Maysoun Hazim Al-Amro and Muhammad Abdul Rahim Al-Mahasneh: The impact of organizational trust on the practice of creative behavior among employees at Mutah University, Mutah, Volume 32, Issue 3, 2017, p. 67.
 (1) Dilman Ahmed Aziz and others: Source previously mentioned, p. 22.
 (1) Shaimaa Helmy Shehata Hamed: Source previously mentioned, p. 84.
 (1)Laila Hassan Fadel: The Impact of Servant Leadership on Organizational Commitment in Mobile Telecommunications Companies in Jordan, Master's Thesis, Department of Business Administration, Faculty of Business, Middle East University, 2021, p. 34.
 (1)Sameh Saeed Hegazi: Source previously mentioned, p. 45.
 (2)Saud Ghassan Al-Bashir and others: Servant leadership among secondary school principals in Riyadh and its relationship to job satisfaction from the teachers' point of view, Arab Journal of Educational and Psychological Sciences, Volume 7, Issue 35, 2023, p. 341.

interventions Administrative Targets motivating them via Involve them in to make decision Providing environment Organizational more In support, until It is Strengthening Their loyalty Their trust At the institution.And it shows Studies that This is amazing Category if did not Supported In a way systematic may slip to Levels Lowest.⁽⁴⁴⁾ButLevel low(17-19, number=9, ratio=22.50%) This is amazing ratio High relativelyThe researcher explains it as follows: It warns With the presence challenge Organizational, so Reflect weakness in Structure Values Interactive For some Employees, Which may leads to gaps in trust Cooperation inside environment the job.this Level Low may He is resulting on pressures the job, weakness Incentives, or absence Programs Guidance To consolidate behaviors Positivity.Therefore, no Bed from Strategies reformatory Based to principles Leadership the maid, like Listening The effective one, Care, and involvement employees in Responsibility, Treatment this weakness and prevent Its impact negative on Efficiency Administrative.⁽⁴⁵⁾ButLevel low very(≤ 18 , number=2, ratio=5.00%) Represents This is amazing Category minority from Employees, But it It is indicator dangerous Because she Reveal on failure clear in Commitment With values or in Interaction social Positive.The researcher explains it as follows: these employees may They are isolated or Lost For motivation, The matter that may It harms Spirit team And it affects negatively on trust colleagues and management.Therefore, Requires Dealing with This is amazing Category procedures Urgent, like sessions guidance individual, Strengthening culture Appreciation, and application principles Leadership the maid Menu on Support And empowerment, To change Their path about levels higher. ⁽⁴⁶⁾Summary analyticalIt is clear that The majority(60%)from Sample Located in Levels high very and High, He is what Reflects presence a base solid from Values Interactive social Positive, while form Categories Intermediate and low what Approaching(40%) Which He reveals on gap It requires Intervention Administratively Directed To reduce Contrast Interior Guarantee Unification Culture Organizational towards Values Leadership the maid Supporter For trust and efficiency Administrative.

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