



E-ISSN: 2706-8927

P-ISSN: 2706-8919

www.allstudyjournal.com

IJAAS 2022; 4(1): 201-205

Received: 13-10-2021

Accepted: 26-11-2021

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Organizational pressures among the members of the administrative bodies in terms of the leadership styles of the heads of sports clubs in the Middle Euphrates region

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Abstract

The leadership style is one of the behavior that the superiors practice with the members during the work in order to influence them to reach the goals set for them. The leadership style is the way in which the leader achieves his goals and can have effects on the organization and its employees. The optimal method for his work, as for the research problem is reflected in, while the most important goals were to identify the leadership styles of the heads of Iraqi sports clubs and the organizational pressures of members of the administrative bodies of the Middle Euphrates region. The descriptive approach was used in the survey method and the sample number was (250) members (150) members to build and (100) for the application, the most important conclusions were: The democratic leadership style is the most common pattern at work. by the superiors towards the members. The most important recommendations were - Strengthening the most popular leadership style and urging leaders to follow it.

Keywords: Organizational pressure. leadership styles

Introductions

The leadership style is one of the behavior that the superiors practice with the members during the work in order to influence them to reach the goals set for them. The leadership style is the way in which the leader achieves his goals and can have effects on the organization and its employees. The optimal for his work, the leader may be tyrannical and has complete and absolute control, he may be democratic and consult with others in the majority of matters, he may be cooperative and share leadership, and he may be administrative, characterized by easy and smooth work. Work is one of the challenges facing institutions in achieving goals, as the presence of pressures may negatively affect individual as well as collective performance and thus is reflected on the performance of the institution, and the sources of pressure are many, which may be economic or social, or according to the nature of work and its requirements, or according to the leadership style, and the importance of Research through building two standards of leadership styles for the heads of Iraqi sports clubs and organizational pressures for members of administrative bodies.

Research problem: Through the researcher's experience and his interview with a number of members of the administrative bodies, it was found that there is a disparity in using the leadership styles of the heads of the Iraqi sports clubs, and from here the study came to identify the leadership styles used by the presidents, and what is the nature of their relationship to the organizational pressures of the members of the administrative bodies of the Middle Euphrates region.

Research Aims: Building two measures of organizational stress for members of administrative bodies and leadership styles of heads of Iraqi sports clubs for the Middle Euphrates region.

Identifying the level of organizational pressures for members of administrative bodies and the leadership styles of the heads of Iraqi sports clubs for the Middle Euphrates region.

Identifying the differences in the level of organizational pressures for members of administrative bodies according to the leadership styles of the heads of Iraqi sports clubs for the Middle Euphrates region.

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Research Hypothesis

There are no differences in the level of organizational pressures for members of administrative bodies according to the leadership styles of the heads of Iraqi sports clubs for the Middle Euphrates region.

Research Methodology: The researcher used the descriptive method in the survey method for its suitability and the nature of the study.

The research community and its sample: By the research community, we mean: "all the vocabulary of the phenomenon that the researcher studies" (2)

The research community was identified and they are the heads of the clubs numbering (34) individuals and the members of the administrative bodies of the sports clubs, which number (210) members in the governorates of the Middle Euphrates region.

The initial formula of the two scales: Through the researcher's review of a set of studies and literature regarding the topic of the research, the researcher identified three leadership styles (dictatorship, democratic, anarchist) and they were presented to a group of experts and specialists about their validity or not, as shown in Table (1):

Table 1: Shows the validity of leadership styles

T	leadership styles	Expert opinions		Ka ²	indication
		OK	not agree		
1	dictatorship	18	2	12,8	moral
2	Democrat	17	3	9,8	moral
3	anarchic	19	1	16,2	moral

After the forms were collected, it was noted that all of them are valid, as the calculated (Ca 2) values are greater than their tabular value under the significance level (0.05) and at the degree of freedom (1) = (3.84), then items (patterns scale) were prepared. Leadership for club presidents) so it is in its initial form of (48) paragraphs distributed over the three areas of the scale. about the chaotic style) and the laboratory is asked to choose one of them that expresses his leadership style. As for the method of correcting the paragraphs, it is (1) a score for alternative (A) that expresses the leadership style (democratic) and (2) for alternative (b) that expresses a style Leadership (dictatorship) and (3) a degree for the alternative (T), which expresses the (chaotic) leadership style. As for (the measure of organizational pressures among members of administrative bodies), it is in its initial form of (42) paragraphs formulated in the style of (yes - no), as the alternative expresses Yes, from the presence of organizational pressures and its opposite, the alternative (no), and for all paragraphs, and they are corrected (1) for the alternative (yes) and (zero) for the alternative (no).

Content Validity Calculation: Content validity is "measuring the extent to which the test represents the aspects of the measured aspect of its research and logical analysis of the test resources and elements to determine the functions and aspects represented in it and the ratio of each of them to the entire test" (Mustafa, 1999) [2]. To indicate the validity of the paragraphs of the two scales, they were

presented in a questionnaire to a group of specialists whose total number was (15) experts to indicate their approval or disapproval of the validity of the paragraphs of each scale. The calculated Ca 2 is greater than its tabular value of (3.84) at the significance level (0.5) and the degree of freedom (1), after which the number of paragraphs of the leadership styles scale became (24) items, while the organizational stress scale was (18), and as shown in Table (2) and (3):

Table 2: shows the results of the (Ka2) test for the expert opinions on the validity of the leadership styles scale statements

Ferry number	Number of phrases	Fit	Write off	Value ^{k2} Calculated	Indication
24-21-20-15-11-10-6-4-3-1	10	15	zero	15	moral
19-18-14-13-9-5-2	7	14	1	11.2	moral
23-22-17-16-12-8-7	7	13	2	9.6	moral

Value of (Ca 2) with a degree of freedom = (number of cells-1) = 2-1 = 1 and the level of significance (0.05) equals (3.84).

Table 3: shows the results of the (Ka2) test for the expert opinions on the validity of the leadership styles scale statements

Ferry number	Number of phrases	Fit	Write off	Value ^{k2} Calculated	Indication
17-16-7-5-4-2	6	15	zero	15	moral
18-15-14-10-9-8-6-3	8	13	2	9.6	moral
13-12-11-1	4	11	4	8.06	moral

Value of (Ca 2) with a degree of freedom = (number of cells-1) = 2-1 = 1 and the level of significance (0.05) equals (3.84).

Instructions for applying the two scales: Before applying the two scales to the sample, instructions should be prepared through which the player can understand what they are required to do when answering the paragraphs of the two scales, and this step is done by writing instructions, noting that the instructions and conditions for implementing the scale are easy, clear and objective so that they can be adhered to without any occurrence A difference that could affect the results. It is known that the simplicity and clarity of the instructions for applying the scale have a direct impact on its stability and objectivity of its results. The exploratory experiment: "It is a small experiment to test the validity of the main experiment. We define the community of origin and the vocabulary or quality of the test and a small sample of this community to be conducted on the experiment and conducted under the conditions of the main experiment and its importance is to identify the negatives that the researchers will face to avoid in the main experiment" (Wajih.1988) [3]. The two scales were applied to (20) club presidents and (44) members of the administrative body.

Extracting the scientific foundations:

A / Honesty: The researcher calculated the validity associated with an internal test (internal consistency) by finding the correlation coefficient between the degree of each paragraph and the total degree of the scale and differential honesty by the method of the two extreme groups for the results of the pilot experiment sample, as shown in Table (4):

Table 4: Shows the differential honesty and the honesty associated with an internal test (internal consistency)

Leadership Style Scale						professional pressure gauge					
Ferry number	internal consistency	differential honesty	Ferry number	internal consistency	differential honesty	Ferry number	internal consistency	differential honesty	Ferry number	internal consistency	differential honesty
1	*0.83	*0.78	13	*0.84	*5.29	1	*0.75	*5.44	13	*0.79	*6.11
2	*0.84	*5.11	14	*0.86	*5.34	2	*0.80	*3.34	14	*0.87	*6.27
3	*0.79	*4.12	15	*0.80	*5.87	3	*0.87	*4.89	15	*0.81	*5.23
4	*0.81	*0.97	16	*0.82	*5.11	4	*0.86	*3.21	16	*0.80	*6.03
5	*0.78	*5.45	17	*0.79	*6.67	5	*0.84	*5.38	17	*0.82	*7.23
6	*0.78	*3.45	18	*0.81	*5.89	6	*0.80	*4.65	18	*0.74	*3.61
7	*0.88	*6.89	19	*0.82	*4.67	7	*0.82	*5.67			
8	*0.80	*4.56	20	*0.88	*5.47	8	*0.85	*5.61			
9	*0.81	*7.86	21	*0.84	*7.23	9	*0.87	*4.62			
10	*0.79	*4.45	22	*0.80	*6.78	10	*0.88	*4.59			
11	*0.82	*7.27	23	*0.86	*6.20	11	*0.75	*3.78			
12	*0.88	*6.26	24	*0.84	*7.21	12	*0.72	*5.67			

*The significance level for the phrase is less than (0.05).

b- Stability: Stability means “that the measurement achieves the same results that are close to it if it is re-applied to the same individuals and under the same conditions more than once” (Kamal, 1980) ^[1]. The researcher extracted the stability of the two scales through Cronbach’s alpha stability coefficient. Leadership styles are (0.82) and the stability coefficient of the organizational stress scale is (0.84), which are good stability coefficients.

Preparing the key for correcting the two scales: for the purpose of correcting each paragraph of the two scales, there must be a key for correction through which we can compare the laboratory’s answer with the corresponding score in order to be able to obtain the total score for each scale. All the expressions of the two scales, noting that the highest theoretical score that can be obtained for the leadership styles scale is (72), the lowest theoretical score is (zero), and the highest theoretical score that can be obtained for the occupational stress scale is (18) and the lowest theoretical score is (zero).

The main experiment: The leadership styles scale consisting of (24) items and the occupational stress scale consisting of

(18) items were applied to the main experience sample of the club presidents, whose total number is (34) club president and (210) member of the administrative body for the period from (2 -28/11/2021).

Statistical means: The researcher used the necessary statistical programs and means within the statistical package (Spss) and some statistical manipulations using a hand calculator.

Presentation, analysis and discussion of the results: The researcher presents the results reached by applying the two scales to the main experiment sample:

Table 5: Shows the leadership styles of the heads of the clubs to which the scale was applied

The pattern	Measruing unit	The number	Percentage
Democrat	Degree	17	%50
dictatorship	Degree	6	%17.6
anarchic	Degree	11	%32.3
Mg		34	%100

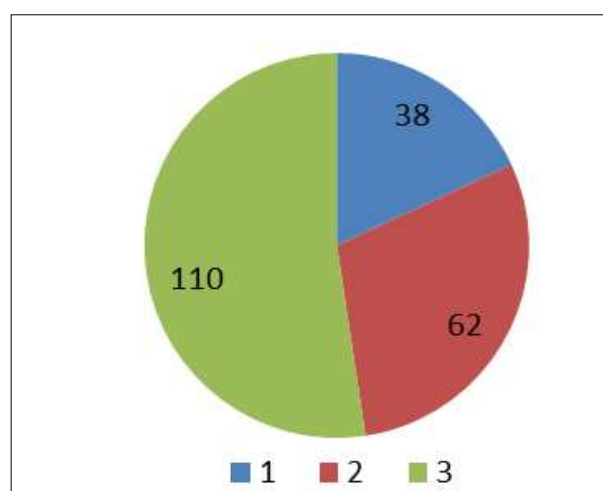
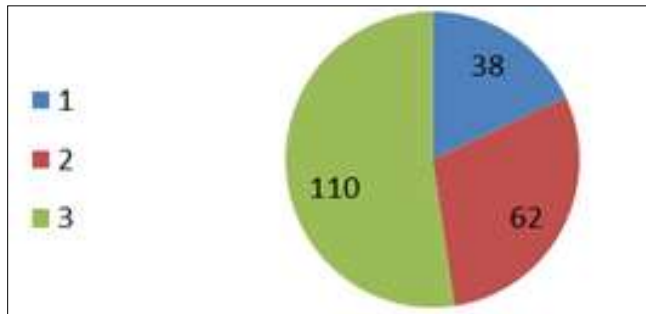
**Fig 1:** Shows the graph of the leadership styles that appeared in the heads of the clubs

Table 6: Shows the standard levels of club leaders' leadership styles scale

leadership style	Democrat	dictatorship	anarchic
Raw score limits	24-38	39-55	56-72

Table 7: shows the arithmetic mean and standard deviations of the professional pressures of the members of the administrative bodies according to the leadership styles of the heads of the clubs

The pattern	Measuring unit	The number	s	p	Percentage
Democrat	Degree	62	31.78	3.88	%29.52
dictatorship	Degree	38	44.67	5.7	%18.09
anarchic	Degree	110	63.34	6.2	%52.38
Mg		210			%100

**Fig 2:** Shows the distribution of members of administrative bodies according to the leadership styles of club presidents**Table 9:** Shows the difference in arithmetic mean of occupational stress according to leadership styles

styles	circles	median difference	value (LSD)	The significance of the differences
Democrat-dictator	44.67-31.88	12.79	7.95	Moral and in favor of the dictatorial style
Democrat-Anarchist	63.34 -31.88	31.56	11.22	Moral and in favor of anarchic style
Dictator-Anarchist	63.34 -44.67	18.67	19.06	insignificant

Table (8) shows that the arithmetic mean difference between the democratic and dictatorial style of (12.79) is greater than the corresponding (LSD) value of (7.95), and thus the mean difference is significant and in favor of the dictatorial style that the arithmetic mean is greater, while the arithmetic mean difference between the pattern The democratic and chaotic (31.56) is greater than the corresponding (LSD) value of (11.22), and thus the mean difference is significant and in favor of the chaotic style as well as the arithmetic mean is greater, while the difference of the arithmetic means between the dictatorial and chaotic mode of (18.67) is less than the value of (LSD). The interview (19.06), thus, the difference between the circles is not significant.

Discuss the search results

By presenting the results of the differences between the professional pressures of the members of the administrative bodies in the middle Euphrates clubs resulting from the leadership style that characterizes the president of the club. A decrease in the level of professional pressures among members working with the president of the club with a democratic leadership style, which is a desirable situation because the high level of professional pressures is a negative case, as the president of the Democratic Club gives the members the opportunity to express their ideas and opinions, a process that needs stimulating and encouraging, and this in turn gives them confidence and the ability to face Problems that may occur at work, attention to creativity, which is one of the important things that enables members to use their mental skills to reach new, innovative and unique ideas, which in turn reduce the difficulties and

Table 8: shows the results of the (P) test for differences in organizational pressures for members of administrative bodies according to the leadership styles of club presidents.

Contrast source	Variance	Degrees of freedom	Calculated q value	Tabular value	Indication level	Indication
Between groups	22,26	2	7,12	3	0.000	moral
Within groups	3,125	207				
Total	25,385	209				

It can be seen in Table (8) when comparing the calculated value of (7.12) with its tabular value of (3) with two degrees of freedom (2, 207) and a level of significance (0.05), since the calculated value of (F) is greater than its tabular value So, there are moral differences between the three groups, and this is confirmed by the significance level, which amounted to (0.000), and due to the presence of moral differences in the level of professional pressures among members of administrative bodies according to the leadership styles of club heads, we must know which leadership styles cause greater pressure than others, because the value of (q) calculated from the analysis of variance did not tell us that, which necessitates a comparison between the three arithmetic means to extract more information about the study variables using the least significant difference (LSD) for unequal groups:

problems that may occur during the course of work, as the person's confidence in his abilities and capabilities is the basis For his personality, because without it, man loses his self-respect, and with its presence, you find him the focus of everyone's respect, and he must be positive while accepting the observations of others, and that this The leadership style encourages collaborative and team work. It helps to perfect and increase focus for employees and the ability to produce better outputs. It develops personal capabilities. It shortens time greatly and facilitates the process of solving problems through the presence of a lot of opinions, ideas and proposals. It also leads to openness of everyone with each other and the ability to know their circumstances and personalities. As well as having justice in distributing responsibilities among members that will make them feel job satisfaction and outstanding performance, and this will be reflected in the psychological aspects, which in turn will be reflected in providing the best services, as well as a feeling of happiness during work performance and the degree of commitment and loyalty to the workplace. While the difference between the (democratic-chaotic) pattern was in favor of the (chaotic) pattern, which caused high professional pressures, which is also a negative case, as the president of the chaotic club negatively affects the workflow inside the flute, so his directions and instructions are vague and unclear, and this inevitably leads to sluggishness and imbalance. In carrying out the work, everyone is at a loss as to how to perform and complete the tasks assigned to them, and therefore this will lead to confusion and duplication of tasks and the failure to follow up on the work, which will

lose the ability to organize and the chaotic leader will have a personality reluctant to make decisions and lose confidence in himself as well as impede the achievement of goals. While the difference between the (dictatorial-chaotic) pattern was not significant, as both patterns cause high professional pressures, which is a negative case as well. The president of the club with a dictatorial pattern does not give the members the opportunity to express their opinions and ideas. Freedom of expression is a fundamental right of human rights in order to communicate ideas, receive them and transmit them to others with all Smoothness and clarity,

because without it, it is not possible to reach the appropriate climatic environment for all members, and thus access to creativity and innovation, and the chiefs imagine that others are not able to think, plan and rise to the level of his thinking, which leads to limiting and limiting the capabilities of members by the chiefs, causing confusion and shortcomings in performance because it may be the majority of members They have capabilities, capabilities and competencies that contribute to raising work productivity and achieving goals in the shortest way.

Conclusions

1. The chaotic leadership style was the most common pattern among the heads of the Middle Euphrates clubs, followed by the democratic and then the dictatorial style.
2. The high level of organizational pressures among the members of the administrative bodies in the clubs whose leaders are characterized by the chaotic and dictatorial styles of leadership.
3. Low level of organizational pressures among members of administrative bodies in clubs whose leaders are characterized by a democratic leadership style.

Recommendations

1. Strengthening the democratic leadership style among club heads.
2. Work to reduce the professional pressure of members of administrative bodies through counseling sessions, psychological lectures and workshops.
3. Attention to continuous training of leaders and members in order to increase their expertise and competencies.

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