



Leadership Practices And Their Relationship To The Organizational Culture Prevailing In Volleyball Federations From The Perspective Of Their Employees

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Abstract

This research aimed to evaluate the correlation between leadership styles and the organisational culture present in Iraqi volleyball federations from the employees' viewpoint, as well as to determine if there are statistically significant differences at a level of ≤ 0.05 concerning organisational culture based on gender, educational background, and tenure. The investigators employed a descriptive-analytical approach, developing a leadership styles questionnaire encompassing four domains, each containing five statements, with an organisational culture questionnaire comprising 35 items divided into three primary categories. The poll was carried out on a random selection of 60 employees from volleyball organisations. The findings of the research suggested that employees perceived the organisational culture inside these unions as excessively elevated. The findings revealed statistically significant disparities in the average responses of male and female employees about organisational culture, with the differences favouring male workers. The research recommended that volleyball federations implement contemporary methodologies like brainstorming and improve teamwork to tackle their issues, while maintaining rigorous quality standards to foster a more productive and successful educational atmosphere.

Keywords: Leadership Practices; Organizational Culture; Volleyball Employees.

INTRODUCTION

Organisational culture serves as the foundation that influences individual and group behaviours across many domains, including both personal and professional spheres (Driskill & Brenton, 2005). The deeper this culture is embedded in the formative years of an individual, the more effortlessly it can be assimilated and utilised in the future, as it becomes a fundamental aspect of the individual's conduct (McKenzie et al., 2023). In numerous developed countries, significant emphasis is placed on embedding these cultural values to attain enduring and holistic objectives (MacIntosh & Burton, 2024). The swift advancement in management disciplines and the rise of contemporary organisations have markedly heightened the emphasis on organisational culture (Mutonyi et al., 2024). This notion began to evolve in the late 1970s and early 1980s, but its true inception occurred with the release of two significant works in 1982 (Zhouxiang, 2023). The first work is "Institution Cultures" by Dale and Kennedy, and the second is "The Quest for Excellence" by Pierce Waterman (Lohana et al., 2023). Organisational culture is a pivotal factor that determines the success or failure of sports organisations, as their performance is significantly reliant on employee efficiency and management effectiveness (Garmamo et al., 2024), both of which are shaped by the existing organisational culture and the attitudes of the governing body members of sports federations (Hums et al., 2023). The elements of organisational culture encompass several fundamental components: organisational values denote a collective comprehension among members of an organization about what is seen desirable or undesirable, as well as what is regarded as good or bad (Driskill & Brenton, 2005). Riivari and Heikkinen, (2024) assert that these ideals underpin behavioural determination inside



an organization. Conversely, MacIntosh and Burton (2024) contend that organisational ideals encompass elements pertaining to equality, respect for individuals, performance enhancement, and time management. Organisational beliefs signify collective perceptions regarding the essence of work and the interplay of professional and social life inside the workplace (Oliveira et al., 2024). This encompasses the significance of involvement in decision-making and the cultivation of collaboration to attain the organization's overarching objectives (Sharma et al., 2022). Organisational norms constitute a collection of implicit regulations or standards that employees follow, deemed advantageous to the organization ((Cairney et al., 2026). An instance of this is abstaining from hiring family relatives in a certain field to maintain impartiality and professionalism (Taylor et al., 2024). Organisational expectations are encapsulated in the unwritten psychological contract between the individual and the organization (Lakisa, Taylor & Adair, 2023), which delineates the expectations of each party during the employment period, encompassing mutual appreciation, the establishment of a supportive work environment, and treatment that honours psychological and economic needs (Fantinelli et al., 2023). Policies and procedures delineate a policy as a declaration that elucidates the organization's stance on a certain subject, whilst a process denotes the actionable measures required to execute that policy (Hums et al., 2023). Organisational culture is crucial, particularly in sports organisations like the Volleyball Federation, as it affects organisational performance and the overall atmosphere of the federation (Garmamo et al., 2024). It improves employee performance, fosters a sense of belonging and continuity in the workplace, and promotes cooperation, self-actualization, and achievement (Wilsgaard et al., 2025). Numerous studies have demonstrated the influence of organisational culture on the success of organisations and the degree of management creativity among their personnel. (Paredes-Saavedra et al., 2024) demonstrated a favourable correlation between organisational culture and managerial creativity as seen by members of sports federations.

Research Gap and Novelty

The study Delshab et al., (2022) identified a substantial correlation between organisational culture and innovative behaviour in organisations. Moreover, Mutonyi et al., (2022) highlighted the substantial influence of organisational culture on the quality of workers' work life. Oliveira et al., (2024) assert that the efficacy of sports federations is associated with the establishment of values and principles that foster dedication and diligence among its constituents. This study intends to investigate the current organisational culture within volleyball federations in Iraq, as seen by their personnel, given the crucial role that organisational culture plays in the success of sporting institutions.

Research Objectives and/or Hypotheses

The study seeks to achieve the following objectives:

Determine the level of organizational culture prevailing in volleyball federations in Iraq based on the opinions of the teachers who work in them. Explore the extent to which the estimates of the employees participating in the study differ for organizational culture according to the study variables (gender, educational qualification, years of service). This study addresses a question centered around the following two key questions:

What is the level of organizational culture prevailing in volleyball federations in Iraq from the point of view of the teachers who work in them? Are there any statistically significant differences at the significance level ($\alpha \leq 0.05$) in the levels of organizational culture within these unions attributed to the variables of gender, educational qualification, or years of service?

Significance of the Study

This study is of particular importance in view of the novelty of the subject it addresses, the results it is expected to provide, as well as the outputs that can contribute to improving the performance of volleyball federations in



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Iraq from a scientific and professional point of view. This study can provide valuable benefit to researchers and specialists in the field of developing the work environment within unions, by promoting the trend towards innovation and encouraging effective participation among employees. The study contributes to deepening and consolidating the concept of organizational culture by proposing innovative models to develop performance and break from the traditional routine in the management of various businesses within the volleyball federations in Iraq. This study is expected to enrich the Arab library with a new scientific material dealing with the subject of organizational culture in the context of volleyball federations in Iraq.

METHODS

Research Design

Study methodology: The study employed the descriptive-analytical method, characterised as a technique wherein the researcher examines current occurrences and existing practices in their natural state, without intervening in the topic being investigated. The researchers characterise and evaluate them according to the available data (Jones, 2022).

Participants and Sampling

The research community comprised all 91 employees of the volleyball federations in Iraq, as per the most recent figures released by the Personnel Department of the Olympic Committee. Study Sample: A sample of 60 workers was randomly selected from the employees of the volleyball associations within the research population. Table 1 illustrates the distribution of sample participants according to several study characteristics.

Instruments and Data Collection

Validity: validity of internal consistency was estimated by calculating the Pearson correlation coefficient between each of the questionnaire domains and the overall score of the tool. The correlation of each item within its own field was also measured with the overall score of the same field, based on the results of the survey sample that included 15 workers in the volleyball federation.

Reliability: The study tool was presented to a group of specialists in the field to assess its suitability for the research objectives, based on their opinions and recommendations, which included deleting some paragraphs and redrafting or replacing others, to reach the final version of the questionnaire.

Table 1. Distribution of study sample members according to variables

Variables	Levels	Issue	Percentage
Gender	Male	54	90%
	Female	6	10%
Educational Qualification	Bachelor	50	83.33%
	Higher Degree	10	16.66%
	Less than five years ago	4	6.66%
Years of Service	5 to 10 years	10	16.66%
	11 to 15	19	31.66%
	More than 15 years	27	45%

Research Tool: To fulfil the study's aims and address its enquiries, the researcher created a questionnaire to assess the prevailing organisational culture in volleyball federations from the perspective of educators. The study tool was developed following these steps:

Identify key areas: Five key areas have been identified for inclusion in the questionnaire.



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Formulation of paragraphs: The questionnaire paragraphs have been prepared to suit each major area independently. **Initial preparation of the questionnaire:** The questionnaire was drafted in its initial form to include about 35 paragraphs distributed over the five areas. **Allocation of weights to paragraphs:** The distribution of paragraph scores was approved based on the five-point Likert scale (Totally Agree, Agree, Neutral, Disagree, Totally Disagree). **Presentation to Experts and Arbitrators:** The questionnaire was presented to a group of arbitrators and experts to get their feedback and suggestions. **Survey Revision:** Respond to the experts' observations by making the required amendments, which included deleting some paragraphs in addition to modifying or redrafting others, reducing the number of questionnaire paragraphs to 30 paragraphs in its final form.

Research Procedures

The researchers also created a questionnaire to assess the leadership practices of volleyball federations from the perspective of employees. The study tool was developed by following the following steps:

Identifying key areas: Four key areas were identified for inclusion in the questionnaire. **Paragraph Drafting:** Questionnaire paragraphs have been prepared to fit each key area independently. **Preliminary preparation of the questionnaire:** The questionnaire was drafted in its initial form to include about 20 paragraphs distributed in the fourth domains. **Distribution of weights to paragraphs:** The distribution of paragraph scores was approved based on the five-point Likert scale (Totally Agree, Agree, Neutral, Disagree, Totally Disagree). **Expert and Arbitrator Presentation:** The questionnaire was submitted to a group of referees and experts for their feedback and suggestions.

Data Analysis

The tool in its final version included five main areas: Management, Teamwork, Administrative Creativity, Use of Rewards, and Organizational Affiliation and Loyalty.

Table 2: Shows the correlation coefficients between each major domain and the total score of the leadership practices questionnaire according to the results of the survey sample.

Themes	Pearson correlation coefficient	Sig.
Authoritarian leadership	0.895	0.000
Bureaucratic leadership	0.775	0.000
Liberal leadership	0.718	0.000
Ethical leadership	0.833	0.000

According to Table 2, all domains of the questionnaire exhibit statistical significance at the 0.01 level, with correlation coefficients spanning from 0.718 to 0.895. The primary domain recorded the highest correlation coefficient at 0.895, in contrast to the third domain, which had the lowest correlation coefficient of 0.711. This distinctly signifies a substantial internal consistency between the domains of the questionnaire and its total score.

Table 3: Shows the correlation coefficients of each paragraph within the leadership practices questionnaire with the domain to which it belongs, showing how well each paragraph is consistent with the content of its specific domain.

Themes	Phrases	Correlation coefficient	Sig.
	1	0.794	0.000
	2	0.523	0.000
	3	0.731	0.000



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Liberal leadership	4	0.727	0.000
	5	0.744	0.000
	1	0.760	0.000
	2	0.708	0.000
	3	0.729	0.000
Bureaucratic leadership	4	0.708	0.000
	5	0.880	0.000
	1	0.874	0.000
	2	0.760	0.000
	3	0.718	0.000
Ethical leadership	4	0.794	0.000
	5	0.724	0.000
	1	0.690	0.000
	2	0.826	0.000
	3	0.649	0.000
	4	0.784	0.000
	5	0.663	0.000
	6	0.720	0.000

The information shown in Table (3) demonstrates that every paragraph in the questionnaire had a significant statistical correlation with their corresponding fields, with correlation coefficients varying from 0.523 to 0.880 at a significance threshold of 0.01. The findings illustrate a clear internal consistency among the paragraphs and their corresponding sections, indicating the dependability of the measurement tool.

Second: Consistency of the organizational culture questionnaire

Instrument stability refers to its capacity to yield consistent and reproducible outcomes when utilised under identical settings. As per Shang (2023), stability can be assessed by various techniques, including those employed by the researcher:

- A. **Half-segmentation:** This approach entails dividing the questionnaire into two roughly equal parts and subsequently calculating the correlation coefficient between participants' answers for each segment using the Pearson correlation coefficient. Consequently, this coefficient is modified using the Spearman-Brown formula when the two segments display equal variance, or the Guttman formula when they do not. To achieve this goal, the survey was divided into two parts, each including 10 paragraphs, and the correlation coefficient between the average responses of participants in both sections was calculated. Table 4 illustrates the Spearman-Brown and Getman correlation coefficients for the two segments of the questionnaire, so enhancing reliability and solidifying the instrument as a cohesive and dependable evaluative method.



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Table 4: Shows the Spearman-Brown and Getman correlation coefficients between the two halves of the leadership practices questionnaire.

No.	Statement	Value
1	Variation of the first test part	0.802
2	Variation of the second test part	0.780
3	Partial correlation coefficient	0.899
4	Siberman-Brown Lab	0.774
5	The value of the Getman test	0.768

The Split-Half Guttman formula produces a coefficient of 0.804, indicating a substantial degree of reliability, hence fostering confidence in the researcher on its relevance to the study population. The Alpha Cronbach coefficient was calculated to evaluate the reliability of the questionnaire items, resulting in a score of 0.899, which signifies an exceptionally high degree of consistency within the questionnaire. This enhances the reliability of the data gathering and confirms the applicability of the questionnaire to the study's genuine sample, mitigating apprehensions about the precision of the findings.

Final Picture of the Survey: The tool in its final version included five main areas: Management, Teamwork, Administrative Creativity, Use of Rewards, and Organizational Affiliation and Loyalty.

Table 5: Shows the correlation coefficients between each major domain and the total score of the organizational culture questionnaire according to the results of the survey sample.

Themes	Pearson correlation coefficient	Sig.
Management & Personnel	0.784	0.000
Working as a Team	0.886	0.000
Administrative Creativity	0.829	0.000
Use of Rewards	0.722	0.000
Organizational Loyalty	0.927	0.000

Table 5 shows that all the questionnaire domains are statistically significant at the significance level of 0.01 with the total score of the questionnaire, where the correlation coefficients ranged from 0.722 to 0.927. The fifth domain had the highest correlation coefficient of 0.916, while the fourth domain had the lowest correlation coefficient of 0.711. This clearly indicates that there is a strong internal consistency between the questionnaire's domains and its overall score.

Table 6: Shows the correlation coefficients of each paragraph within the organizational culture questionnaire with the domain to which it belongs, showing how well each paragraph is consistent with the content of its specific domain.

Themes	Phrases	Correlation coefficient	Sig.
Management & Personnel	6	0.805	0.000
	7	0.412	0.000



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Working as a Team	8	0.842	0.000
	9	0.838	0.000
	10	0.855	0.000
	11	0.630	0.000
	6	0.871	0.000
	7	0.819	0.000
	8	0.610	0.000
	9	0.819	0.000
	10	0.779	0.000
Administrative Creativity	6	0.763	0.000
	7	0.659	0.000
	8	0.807	0.000
	9	0.683	0.000
	10	0.813	0.000
Use of Rewards	7	0.579	0.000
	8	0.715	0.000
	9	0.538	0.000
	10	0.673	0.000
	11	0.774	0.000
	12	0.619	0.000
Organizational Loyalty	1	0.751	0.000
	2	0.816	0.000
	3	0.846	0.000
	4	0.894	0.000
	5	0.865	0.000
	6	0.778	0.000



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	7	0.883	0.000
	8	0.712	0.000

The data in Table (6) indicates that all paragraphs in the questionnaire had a substantial statistical association with their respective fields, with correlation coefficients ranging from 0.412 to 0.894 at a significance level of 0.01. The results demonstrate a distinct internal coherence of the paragraphs with their respective areas, signifying the reliability of the measurement instrument.

Second: Consistency of the organizational culture questionnaire

Instrument stability is defined as its ability to produce consistent and reproducible results when applied under the same conditions. According to Shang (2023), stability can be measured using several methods, among which the researcher has used:

- B. Half-segmentation:** This method involves partitioning the questionnaire into two approximately equal segments and thereafter computing the correlation coefficient between participants' responses for each segment utilising the Pearson correlation coefficient. Subsequently, this coefficient is adjusted utilising the Spearman-Brown equation when the two sections exhibit equal variance, or the Guttman equation when they do not. To attain this objective, the questionnaire was bifurcated into two sections, each comprising 15 paragraphs, and the correlation coefficient between the mean responses of the participants in both sections was computed. Table 4 displays the Spearman-Brown and Getman correlation coefficients between the two sections of the questionnaire, so augmenting the reliability and reinforcing the instrument as a coherent and consistent assessment approach.

Table 7: Shows the Spearman-Brown and Getman correlation coefficients between the two halves of the organizational culture questionnaire.

No.	Statement	Value
1	Variation of the first test part	0.913
2	Variation of the second test part	0.891
3	Partial correlation coefficient	0.788
4	Siberman-Brown Lab	0.885
5	The value of the Getman test	0.879

The Split-Half Guttman equation yields a coefficient of 0.879, signifying a high level of consistency, hence instilling trust in the researcher on its applicability to the study sample.

The Alpha Cronbach coefficient was computed to assess the stability of the questionnaire items, yielding a result of 0.949, indicative of a very high level of consistency within the questionnaire. This improves the dependability of the data collection and validates the application of the questionnaire to the study's actual sample, alleviating concerns regarding the accuracy of the results.

RESULTS AND DISCUSSION

This section assesses the results obtained from the data collection method and the application of appropriate statistical analyses, aiming to provide accurate answers to the research questions, accompanied by a systematic discussion and interpretation of those findings. To answer the initial question of the study, the researcher calculated the arithmetic means and standard deviations, while also analysing the frequencies and determining



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the relative weights of the responses from the study sample participants on the selected scale. This study seeks to evaluate the existing leadership practices and organisational culture in volleyball federations as observed by educators. Participants' remarks were assessed utilising a five-point Likert scale, with a score of 1 representing total disagreement and a score of 5 signifying complete agreement. For data analysis, the results were classified according to the calculated category length to enable statistical approaches that characterise the overall state of leadership practices and organisational culture within the educational environment:

Calculate the range by subtracting the largest value in the scale from the smallest value of 1-5-4. Determine the length of the category 0.8 by dividing the range of 4 by the number of categories 5. The length of the class 0.8 was added to the smallest value, which is to obtain the first class, which is from 1-1.80, and to determine the second class, the length of the class 0.8 was added to the upper limit of the first category to become 1.80-2.60. This method was adopted to determine the rest of the categories.

Based on these categories, the values of the arithmetic averages of the responses of the sample members can be treated and classified into levels according to the following table:

Table 8: Shows the arithmetic averages and standard deviations of the researchers' answers about driving patterns

No.	Phrases	M	SD	Percentage	Rank	Response Level
Authoritarian leadership						
1	The manager makes the decisions himself without consulting the workers	4.13	0.60	82.6%	2	High
2	The manager makes his expectations strict and expects the team to fully comply with them	4.24	0.61	84.8%	1	High
3	The manager is mainly focused on achieving goals regardless of the opinions of the workers	3.84	0.87	76.8%	3	High
4	The manager tends to issue orders and expect immediate obedience	3.81	0.85	76.2%	5	High
5	The manager has great control over all aspects of the business and intervenes in every detail	3.86	0.81	77.2%	4	High
Total		3.97	0.74	79.52		High
Bureaucratic Leadership						
6	The manager strictly follows the rules and procedures of the organization in making decisions and executing tasks	3.94	0.59	78.8%	4	High
7	The manager ensures that all tasks are carried out in accordance with the set regulations and guidelines	4.13	0.52	82.6%	1	High
8	The Director stresses the importance of adhering to official channels in communication and decision-making	3.95	0.76	79%	3	High
9	The manager is keen to write, document and abide by all procedures and decisions	3.92	0.74	78.4%	5	High
10	The manager focuses on ensuring full compliance with procedures even if it slows down the work	3.97	0.70	79.4%	2	High
Total		3.98	0.66	79.64%		High
Liberal Leadership						
11	The manager gives the team full freedom to make decisions and carry out the work that suits them	4.02	0.60	80.4%	3	High
12	The manager rarely gives specific directions to the team, preferably leaving them at their discretion	4.11	0.61	82.2%	2	High
13	The principal trusts in the ability of teachers to manage their work on their own without much interference from him	3.75	0.87	75%	5	High
14	The principal believes that his primary role is to provide resources to teachers and allow them to work freely	4.13	0.85	82.6%	1	High
15	The principal encourages teachers to take responsibility for their decisions and the results of their work	3.97	0.81	79.4%	4	High
Total		3.99	0.74	79.92%		High



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Ethical leadership

16	The manager pays great attention to ethical values and integrity in all aspects of the business	3.84	0.67	76.8%	5	High
17	The manager acts with integrity and transparency and encourages employees to do the same	4.09	0.66	81.8%	1	High
18	The Director considers fairness and equity as the basis for dealing with all employees	3.95	0.80	79%	3	High
19	A manager sets an example of ethical behavior and expects employees to follow a mistake	3.92	0.75	78.4%	4	High
20	The manager makes decisions based on solid ethical principles even some disagree with him	3.99	0.63	79.8%	2	High
Total		3.95	0.70	79.16%		High

The findings from the examination of leadership styles in volleyball federations indicate a noticeable transition towards contemporary leadership paradigms that align with current educational standards, as detailed below: The findings indicated that ethical leadership is the prevalent and predominant model within volleyball federations, showcasing an institutional approach that prioritises values and integrity in the management process. Nonetheless, a nuanced distinction is apparent in the implementation of this pattern within volleyball federations: ethical leadership assumes a compassionate and comprehensive character, emphasising the nurturing and advancement of personnel while empowering them with authority, culminating in a superior average score, with the core of ethical leadership rooted in the principles of equity and impartiality, reflected in an average score of 3.97 . The findings also reveal a distinct shift away from traditional leadership approaches that are ill-suited for educational environments characterised by diminished authoritarian leadership. Notwithstanding this reduction, little traces of authoritarian practices have been detected. The findings indicated a bureaucratic leadership approach within volleyball federations, emphasising the rigorous implementation of rules, directives, and legislation to maintain work discipline. Vocational empowerment afforded employees the liberty to engage in decision-making, as evidenced by a comparable evaluation of the freelance leadership approach. These findings validate that leadership within these federations transcends mere management, evolving into a process of social influence that harmonises efficacy with employee welfare. The enhanced significance of these patterns is evident in fostering a nurturing atmosphere, wherein the ethical framework, particularly its human aspect within volleyball federations, correlates with the establishment of a more cohesive and supportive workplace, as well as the development of professional capital among staff, thereby bolstering institutional stability. The findings further endorse contemporary theoretical movements advocating for the amalgamation of fairness and integrity with administrative efficacy to cultivate mathematical administrative frameworks. Volleyball federations exemplify a paradigm of ethical leadership that integrates compassion and empowerment, emphasising justice and disciplinary measures while collectively acknowledging the primacy of ethics as a fundamental motivator of leadership initiatives inside these organisations.

Table 9: The classification of the response levels of the sample members according to the categories of the scale shows

Categories of arithmetic mean values	Category Level
1.00-1.80	Very low
1.81-2.60	Low
2.61-3.40	Medium
3.41-4.20	High
4.21-5.00	Very high



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The arithmetic averages, standard deviations, and percentages of the responses of the sample members on the scale were also calculated, and the results were as follows:

Table 10: Shows the relative weights, averages and standard deviations of the organizational culture questionnaire domains.

Themes	M	SD	Percentage	Rank	Response Level
Management & Personnel	4.10	0.59	82.00%	3	High
Working as a Team	4.18	0.56	84.00%	2	High
Administrative Creativity	4.22	0.53	84.45%	1	High
Use of Rewards	3.64	0.64	72.87%	5	High
Organizational Loyalty	4.02	0.66	80.48%	4	High
Total Grade	4.03	0.59	80.76%		High

Table 10 indicates that the organisational culture within sports federations, as perceived by employees, is high, with a mean response of 4.03 and a relative weight of 80.76%. The arithmetic averages of the study sample responses across the scale's domains ranged from 3.64 to 4.22. The domain of administrative creativity ranked highest, with an arithmetic average of 4.22 and a relative weight of 84.45%, indicating a very high level. Conversely, the domain of utilising bonuses ranked lowest, with an arithmetic average of 3.64 and a relative weight of 72.87%, reflecting a high level.

The arithmetic averages and standard deviations of the responses of the study sample members were calculated on the paragraphs of each of the questionnaire areas, and the results were as follows:

First domain / Management and Personnel

Table 11: Shows the relative weights, averages and standard deviations of the first domain paragraphs organizational culture

No.	Phrases	M	SD	Percentage	Rank	Response Level
21	The union has an atmosphere of comradeship and cohesion between the manager and the employees	4.24	0.62	84.70%	2	High
22	Employees participate in the development of performance improvement proposals	4.35	0.62	86.70%	1	High
23	The manager achieves the value of equality between the two workers	3.95	0.88	78.90%	5	High
24	There is a great deal of interest in the network of human relations among the workers of the Union.	3.92	0.96	78.30%	6	High
25	There is mutual trust between the sports management of the federation and the employees	3.97	0.92	79.30%	4	High
26	The manager believes in delegating the powers of the employees who have jobs	4.20	0.60	83.90%	3	High
The first area is management and personnel		4.10	0.76	81.96%	4	High

The results in Table 11 indicate that the average responses for the first domain ranged from 3.92 to 4.35, with paragraph 2 exhibiting the highest average response.

The union exhibits an atmosphere of harmony and unity between management and employees, with the paragraph attaining a top rank and a relative weight of 86.70%, indicating a very high level, similar with the findings of (Sharma et al., 2022). The researcher ascribes this outcome to the transparency of the regulations, laws, and directives promulgated by the administration, which enhance communication among employees and between them and the administrations of sports federations in Iraq. Furthermore, the sports federations have adopted a democratic approach in their interactions with employees, as corroborated by Saleh (2025) study. Although paragraph 4 receives the lowest average response, there exists considerable interest in the human relations network among ITU staff, evidenced by a relative weight of 78.30% at a high level. The researcher attributes this outcome to the significance of strengthening relationships among employees and fostering



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collaboration for the benefit of students and the union, thereby enhancing employee engagement and motivation.

Second Domain/Working as a Team

Table 12: Showing the relative weights, averages, and standard deviations of the second domain paragraphs organizational culture.

No.	Phrases	M	SD	Percentage	Rank	Response Level
1	The management of the union promotes the spirit of cooperation among employees	4.14	0.73	82.70%	4	High
2	The management of the federation is interested in collective participation in solving organizational problems.	4.12	0.74	82.30%	5	High
3	The Federation Administration delegates certain powers to the employees.	4.22	0.64	82.30%	2	Very high
4	Communication is made between the union management and the workers.	4.24	0.65	84.70%	1	Very high
5	The management of the federation finds creative solutions for the institutional interest	4.20	0.73	83.90%	3	High
Second Domain/Working as a Team		4.18	0.69	83.18%		High

The results presented in Table 12 indicate that the average responses for the second domain ranged from 4.12 to 4.24. The highest average response was recorded for paragraph No. 4, which addresses communication between the federal administration and employees, achieving a first-place ranking with a relative weight of 84.70%, categorised at a very high level. The researcher attributes this outcome to the elevated quality of administrative practices, primarily due to the engagement of employees in sports federations and the organization of ongoing meetings pertinent to administrative and sports processes. This finding aligns with the study conducted by (Saleh, 2025). Conversely, the lowest average response was for paragraph No. 2, which pertains to the federation management's interest in collective participation in addressing organisational problems, ranking last with a relative weight of 82.30%. The researcher ascribes this outcome to his role as the director of the Federation, where he and his fellow managers frequently observe and address issues within Federation Square, its grounds, or its facilities during volleyball federationsday, so preventing problems from escalating.

The third area is administrative creativity

Table 13: Showing the relative weights, averages and standard deviations of the third domain paragraphs organizational culture.

No.	Phrases	M	SD	Percentage	Rank	Response Level
6	ITU management is keen to provide a conducive climate for thinking and innovation.	4.22	0.64	84.30%	4	High
7	The Federation's management is interested in holding courses in order to hone the job skills of workers.	4.39	0.56	87.70%	1	High
8	The Federation's management honors creative and innovative workers.	3.95	0.99	78.90%	5	Very high
9	Etihad Management provides modern devices that run the work and help speed and accuracy.	4.33	0.54	86.50%	2	Very high
10	The management of the federation receives creative ideas that seek to develop the sporting business.	4.24	0.68	84.70%	3	High
The third area is administrative creativity		4.22	0.68	84.42%		High

The results in Table 13 indicate that the average responses for the third domain ranged from 3.95 to 4.39, with paragraph No. 2 exhibiting the highest average response. The ITU administration seeks to conduct courses to enhance the administrative and athletic competencies of its personnel. The paragraph achieved the highest rank with a relative weight of 87.70%, which the researcher attributes to this outcome. The significance of



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professionally developing administrative staff and leadership is emphasised, benefiting employees in both sports and administration. Workshops and supplements are conducted for staff within the Federation and at external Employee Development Centers. Conversely, the lowest average response pertains to paragraph No. 5, which states that the Federation's management recognises creative and innovative employees. The paragraph ranked last with a relative weight of 78.90%, and the researcher explains this outcome to the notion that honour encompasses both moral and material aspects, facilitated by support, encouragement, and, in certain instances, pecuniary rewards.

Fourth Domain / Use of Rewards

Table 14: Shows the relative weights, averages and standard deviations of the fourth domain paragraphs organizational culture

No.	Phrases	M	SD	Percentage	Rank	Response Level
1	The Federation's management is committed to publishing the success stories of the workers	3.95	0.75	78.90%	1	High
2	The Federation's management is committed to motivating creative workers with material and moral incentives.	3.88	0.78	77.50%	2	High
3	The Federation's administration shall punish employees who violate the Union's policy and laws.	3.69	0.87	73.70%	4	High
4	Workers' wages are related to the level of creative ideas presented by employees .	3.10	0.27	61.90%	6	High
5	The administration of the Federation seeks to meet the expectations of the teacher in terms of bonuses and rewards.	3.48	0.59	69.50%	5	High
6	The Federation holds a farewell ceremony for the transferred or retired workers from the Federation	3.64	0.26	75.90%	3	High
	The fourth area is the use of the bonus	3.62	0.58	72.90%		High

The results in Table 14 indicate that the average responses for the fourth domain varied between 3.10 and 3.95, with the greatest average response corresponding to paragraph 1. The ITU administration is dedicated to disseminating staff success narratives. The paragraph attained the highest position with a relative weight of 78. The researcher ascribes this outcome to the necessity of learning from the successes of others and implementing their effective experiences in specific contexts, alongside the ongoing support and encouragement from the staff to embrace such successes. Conversely, the lowest average response pertains to paragraph No. 4, which states that employee wages are correlated with the level of creative ideas proposed by the employees. The paragraph ranked last, possessing a relative weight of 61. The researcher ascribes this outcome to salary agreements with employees that are revised periodically, and the Ministry of Finance's incapacity to finance wage bonuses in the public sector.

Fifth domain / Organizational Affiliation and Loyalty

Table 15: Showing the relative weights, averages, and standard deviations of the paragraphs of the fifth domain organizational culture

No.	Phrases	M	SD	Percentage	Rank	Response Level
1	There is a great and clear commitment from the employees to the work procedures adopted by the Federation .	3.92	0.70	78.30%	7	High
2	ITU's policies and procedures contribute to the achievement of its objectives.	4.12	0.68	82.30%	3	High
3	Federal policies and procedures are crystal clear	4.03	0.75	80.50%	5	High
4	Federal policies and procedures promote affiliation with the federation	4.14	0.86	82.70%	2	High
5	Regulations and regulations apply to all Etihad employees.	3.73	0.47	74.50%	8	High
6	The employees of the Federation feel professional loyalty to the work they do	3.97	0.74	79.30%	6	High



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7	The management of the union seeks to preserve the personal interests of the employees.	4.07	0.86	81.30%	4	High
8	The employees of the federation feel loyalty to the sporting profession and institutions.	4.24	0.62	84.70%	1	Very high
Fifth Domain: Organizational Affiliation and Loyalty		4.02	0.71	80.45%		High

The table 15 data indicate that the average responses for the fifth domain varied between 3.73 and 4.24. The highest average replies pertained to paragraph 8, indicating that ITU staff exhibit loyalty to their profession. The paragraph achieved the highest rank with a relative weight of 84.70% and a superior level. The researcher ascribes this outcome to the management's interactions with the staff and the establishment of a partnership focused solely on serving the athletes and the community. Conversely, the lowest average response pertains to paragraph No. 5, which mandates the enforcement of regulations for all federation employees; this paragraph ranked last with a relative weight of 74.50%, indicating a high level of concern.

The researcher ascribes this outcome to the necessity of adhering to federal laws and regulations to cultivate a sports environment characterised by mutual respect and to establish a welcoming climate for all federation visitors.

Outcomes Pertaining to the Second Research Inquiry To address this inquiry, the researcher selected the study's hypothesis by performing a three-way ANOVA analysis, which examines the impact of three categorical variables (gender, educational qualification, years of service) on a variable representing the prevailing level of organisational culture in sports federations, to validate the following hypotheses:

1. There are no differences between the mean responses of the sample members attributable to the gender variable.
2. There are no differences between the averages of the responses of the sample members attributable to the educational qualification variable.
3. There are no differences between the averages of the responses of the sample members attributable to the variable of years of service.

Prior to administering the variance analysis test, the researcher assessed the homogeneity of the data's variance. The results indicated a Levine statistic of -0.772, with a statistical significance of 0 for the homogeneity test. The results of the Kolmogorov-Smirnov test for assessing the distribution's moderation indicated a statistical significance of 0.775, exceeding the 0.05 threshold. This suggests that the null hypothesis, which asserts the normal distribution of the data, cannot be rejected. Consequently, the researcher conducted a triple variance analysis test, yielding the following results:

Table 16: The results of the triple variance analysis test between the categorical variables

Variables	F	Average Squares of Contrast	Sig.
Gender	54.07	9.56	0.000
Educational Qualification	4.32	0.772	0.050
Years of Service	0.73	0.239	0.504

Table 16 indicates statistically significant differences in the average responses of employees on the Organisational Culture Scale within sports federations, attributed to the gender variable of male and female. The gender variable has a value of 54.07, with a statistical significance of 0.000, which is below the 0.05 threshold. This indicates sufficient evidence to reject the null hypothesis in favour of the alternative hypothesis, which posits differences between the average responses of male and female participants. Consequently, the researcher employed the T-test for two independent samples, yielding the following results:

Table 17: Test results for two independent families show significant differences in the organizational culture scale according to the gender variable

Gender	Issue	M	SD	T	Sig
Male	54	4.33	0.30	2.39	0.027
Female	6	3.94	0.51		



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Table 17 indicates that the average replies of male employees on the Organisational Culture Scale were 4.33, with a standard deviation of 0.30, whereas the average responses of female participants were 3.94, with a standard deviation of 0.51. The t-test value was 2.39. The statistical significance value is 0.000-Sig, which is below 0.05, indicating sufficient evidence to reject the null hypothesis in favour of the alternative hypothesis. This suggests that there are statistically significant differences between the average responses of male workers and female teachers on the organisational culture scale, with male workers exhibiting the highest average. The disparity in their responses regarding organisational culture can be attributed to female employees, as this outcome may stem from the management of the federation adapting to the workers' demands, resulting in varied responses among females towards the organisational culture. This outcome may stem from the observation that the elements of organisational culture are more favoured by employees than by female employees. The disparity in response favouring workers may arise from the ethical considerations highlighted by the organisational culture, which may appeal more to men than women, or from the union's culture being intertwined with societal values, customs, and traditions, to which men may exhibit greater commitment. No statistically significant differences exist between the average responses of employees on the organisational culture scale in sports federations concerning educational qualification (diploma, bachelor's, and master's). The F value for the educational qualification variable is 3.216, with a statistical significance of 0.051, exceeding the 0.05 threshold. This supports the null hypothesis, indicating no differences in the average responses of the sample members related to educational qualification. The researcher ascribes this outcome to the adherence of managers to the official guidelines issued by the Central Federations, the Olympic Committee, or the Ministry of Sports and Youth. Additionally, they observe the practices and operations of employees within the Federation, noting the uniformity in the procedures employed for drafting technical and administrative reports, conducting meetings, engaging with athletes, administrative or training personnel, media organisations, and addressing federal issues. No statistically significant variations exist in the average replies of employees on the Organisational Culture Scale in sports federations, based on the variable of years of service (5 years and less, 5-10 years, and 11-15 years). The F value for the variable of years of service is 0.633, with a statistical significance of 0.605, exceeding 0.05, indicating that the study hypothesis cannot be dismissed. The researcher ascribes this outcome to the consensus among employees with varying tenures that supervisors execute identical responsibilities and actions towards all staff, indicating a lack of differentiation in their interactions with employees. This is attributable to the managers adhering to the regulations and directives of the Central Federations, the Olympic Committee, and the Ministry of Sports and Youth, which extensively delineate the roles and responsibilities of managers. Consequently, they devote significant attention to these mandates and fulfil them in accordance with the Ministry's specifications. The findings of this study align with those of Bilohur et al., (2022), indicating no differences related to the variable of years of service.

Table 18: Relationship between organizational culture and leadership styles

Leadership practices Organizational culture	Authoritarian leadership	Bureaucratic leadership	Liberal leadership	Ethical leadership
Management & Personnel	0.225	0.158	0.187	0.208
Working as a Team	0.189	0.336	0.248	0.186
Administrative Creativity	0.105	0.202	0.271	0.388
Use of Rewards	0.519	0.256	0.415	0.181
Organizational Loyalty	0.170	0.133	0.268	0.563

The findings of the investigation into the correlation between leadership styles and organisational culture within volleyball associations reveal that ethical leadership is crucial for cultivating effective environments. It is intricately connected to role, achievement, and support cultures, underscoring its significance in fostering the principles of equity and honesty. Moreover, leadership that provides autonomy enhances accomplishment and support cultures, since this form of leadership significantly influences the promotion of entrepreneurship,



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collaboration, and a results-oriented mindset. Conversely, authoritarian leadership has demonstrated its authoritarian nature. Bureaucracy obstructs development; the research indicated a significant inverse relationship between autocratic leadership and cultures of accomplishment and support. The results indicate that stringent regulations and rigorous oversight impede individuals' performance and diminish the atmosphere of collaborative support. Conversely, volleyball federations have demonstrated enhanced resistance against authoritarian leadership styles, with few adverse impacts. Bureaucratic leadership was discovered to have a favourable correlation with role culture, indicating that this method may facilitate compliance with regulations while not detrimentally affecting overall performance. These results align with the organisational culture hypothesis, which posits a mutual relationship between the leader and the culture, wherein the leader modifies and influences the culture through their actions. The research demonstrates that ethical and distinctive leadership can bolster the principles of collaboration, but repressive behaviours diminish those principles. The social exchange theory posits that ethical leadership within volleyball organisations fosters a culture centred on collaboration and the attainment of objectives. Authoritarian leadership results in an imbalanced social exchange, causing a decline in happiness and commitment due to stringent oversight. The correlation between ethical leadership and all facets of organisational culture demonstrates the efficacy of the reciprocity principle, fostering transparency and motivating individuals to embrace cultures of role and accomplishment, even amidst authority, as long as they are implemented within a just and legitimate context. These results highlight the significance of leadership style as a crucial factor in influencing organisational culture.

CONCLUSION

Federation administration ought to utilise brainstorming techniques and collaborate as a team to address federal issues. Federation's management ought to recognise and commend creative and innovative employees. Imperative for sports federation leaders to delegate some authorities to educators, ensuring alignment with magnitude of obligations assigned to them. Federation's administration is dedicated to disseminating success narratives of its personnel. Conducting research on prevalent organisational culture within sports clubs to implement quality standards from employees' perspective.

CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest regarding the publication of this article.

AI DISCLOSURE STATEMENT

The authors used QuillBot solely for language editing and grammatical improvement. No generative AI tools were used to create, analyze, interpret, or write the scientific content of this manuscript.

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