

Ethical Leadership Dimensions Applied by Sports Club Presidents from the Perspective of Their Members in Dhi Qar Governorate

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ABSTRACT

Sports club administrations are emerging as purposeful organizations aimed at the comprehensive and integrated development of athletes. This is achieved through the synergy of various efforts, primarily involving the administrative staff working within the club, including administrators and members. Ethical leadership can play a pivotal role in enabling clubs to achieve high-quality outcomes, given its potential and experience in influencing all aspects and resources of the sports movement through distinctive characteristics that qualify it to lead sports administrative work and improve work outcomes. This study aimed to construct, standardize, and apply a scale for ethical leadership among sports club presidents from the perspective of their members in Dhi Qar Governorate, and to identify the level of ethical leadership among sports club presidents from the perspective of members in Dhi Qar Governorate.

The researcher adopted the descriptive approach, utilizing survey methods and correlational relationships, due to its suitability for the nature of the current study. The research population included 171 members of sports club administrations, and the sample was selected intentionally, representing 100% of the population. The study concluded that the scale designed by the researcher is capable of measuring the level of ethical leadership among sports club presidents in Dhi Qar Governorate from the members' perspective. The ethical leadership scale showed that the sample's level was moderate. The researcher recommended the possibility of applying and enhancing the ethical leadership scale on other samples.

Keywords: Ethical Leadership, Sports Clubs, Dhi Qar Governorate, Members' Perspective.

1. INTRODUCTION

Ethical leadership is a crucial principle in our lives, as the success of any institution depends on its leadership. Leadership is the guiding element for the behavior of subordinates, and successful leadership requires considering the ethical dimension alongside technical and administrative dimensions. There is undoubtedly a need for skilled ethical leaders at every level, and the future of society and organizations depends on such leaders who can exercise strong leadership that includes serving others. The success of leaders in performing their duties depends on their ethical commitment to achieving the organization's goals.

Organizations have faced several crises related to prevailing leadership styles, such as a lack of self-awareness among managers and supervisors, a decline in ethical standards among some, weak relationships between managers and employees, and a lack of transparency in dealings and decisions. Ethical leadership has been affirmed as an appropriate approach and solution to address these crises. These organizations need leaders capable of assisting and supporting employees to engage in work with high morale, provide a positive and ethical work environment, build strong relationships with employees, and foster their commitment and loyalty to work. Ethical leadership is considered the foundation of positive and motivational leadership styles such as charismatic, transformational, and servant leadership. It is also considered one of the modern leadership theories that support the ethical behavior of leaders, employee participation in decision-making and implementation processes, and encouragement of teamwork.

An authentic leader is characterized by a complete understanding of their values and beliefs, possessing full confidence to express themselves and act according to their internal thoughts and feelings. They also focus on building the capabilities of their subordinates, positively changing their ways of thinking, and creating an attractive work environment. Additionally, authentic leaders influence their subordinates by increasing their sense of responsibility to achieve positive long-term results.

The importance of this study stems from the variables it addresses, which are of great significance to all organizations in general and sports clubs in particular, given their link to leadership style and its impact on the success of the organization

itself and its employees. The study's importance also lies in examining the extent to which ethical leadership dimensions are applied by sports club presidents in Dhi Qar Governorate.

1-2 Research Problem

It is therefore important to highlight in this study the significance of ethical leadership in sports clubs and its contribution to fostering creativity among employees within these clubs. This will be addressed by posing the main research question: What is the extent of applying ethical leadership dimensions by sports club presidents from the perspective of their members?

This main question branches into the following sub-questions:

What is the extent of applying ethical leadership dimensions by sports club presidents in Dhi Qar Governorate?

1-3 Research Objectives

To construct a scale for ethical leadership and identify its level among sports clubs in Dhi Qar Governorate from the perspective of their members.

To identify the relationship between ethical leadership and behavioral and situational work outcomes from the perspective of its members.

1-4 Definition of Terms

1-4-1 Ethical Leadership:

Ethical leadership refers to a set of behaviors characterized by appropriate ethical qualities such as credibility, honesty, fairness, altruism, and compassion. These behaviors are exhibited by administrative leaders with the intention of modifying, improving, and reinforcing behaviors among their subordinates by clarifying ethical expectations, discussing ethical issues, and supporting ethical standards and behaviors (Akrim: 2012, 1007).

2. RESEARCH METHODOLOGY AND FIELD PROCEDURES

2-1 Research Methodology:

The nature of the problem and the stated objectives necessitate the researcher's choice of an appropriate methodology, which is defined as "the method that relies on inductive and deductive reasoning and the use of scientific observation methods, hypothesis formulation, and experimentation to solve a specific problem and reach a specific conclusion" (Wajeeh Mahjoub: 1993, p. 272). The researcher employed the descriptive approach, specifically the survey method and correlational relationships, due to its suitability for the nature of the current study. The descriptive approach is defined as "an accurate representation of the reciprocal relationships between society, trends, inclinations, desires, and development in a way that reveals a picture of real life to the research and establishes indicators and builds future predictions" (Ali Salloum: 2014, p. 113).

2-2 Research Population and Sample

The research population is defined as "all units of the phenomenon being studied by the researcher, or all individuals, persons, or things that constitute the subject of the research problem". Thus, the research population included members of the sports club administrations in Dhi Qar Governorate for the 2024-2025 season, totaling 192 administrators distributed among 21 clubs. Twenty-one individuals were excluded as they were the presidents of the sports clubs, who were the target of the research.

The research sample, consisting of 171 members, was selected intentionally, representing 89.06% of the total population. The sample distribution was as follows:

- 1- 21 administrators were chosen as a pilot sample (12.28%).
- 2- 90 administrators were chosen for scale construction (52.63%).
- 3- 60 administrators were chosen for the application sample (35.08%).

2-3 Means, Devices, and Tools Used

- 1- Arabic and foreign sources
- 2- International information network (Internet)
- 3- Personal interviews
- 4- HP computer
- 5- Casio handheld calculator

2-4 Field Research Procedures

The researcher constructed an ethical leadership scale for sports club presidents from the perspective of sports club administration members for the 2024-2025 season according to the following steps:

2-4-1 Defining the Purpose of Constructing the Current Scales:

The first step in constructing a specific scale is to clearly define the purpose of the scales and their intended use. The objective of the current scales was to develop a scale that indicates the ethical leadership of sports club administration members in Dhi Qar Governorate for the 2024-2025 season.

2-4-2 Defining the areas of the two scales:

Domains After reviewing the relevant literature, studies, and theories, the researcher identified 10 domains for ethical leadership. These domains were presented to a group of 13 experts and specialists in educational and psychological sciences, sports psychology, and sports administration. They also provided their opinions on the proposed rating scale. After the specialists provided their feedback on the study scales, the researcher calculated the Chi-square (χ^2) test to determine the agreement of the experts' opinions. A good agreement rate was obtained, as shown in Table (1).

Table (1): Validity of Proposed Axes for the Ethical Leadership Scale

| No. | Domains | Agreed | Disagreed | Calculated χ^2 Value | Significance (Sig*) | Significance |
|-----|-------------------------------|--------|-----------|---------------------------|---------------------|--------------|
| | Justice | 13 | 0 | 13 | 0.00 | Acceptable |
| | Concern for Sustainability | 5 | 8 | 0.69 | 0.40 | Unacceptable |
| | Power Sharing | 13 | 0 | 13 | 0.00 | Acceptable |
| | Respect | 13 | 0 | 13 | 0.00 | Acceptable |
| | Service | 13 | 0 | 13 | 0.00 | Acceptable |
| | Administrative Creativity | 5 | 8 | 0.69 | 0.40 | Unacceptable |
| | Personal Ethics of Leadership | 13 | 0 | 13 | 0.00 | Acceptable |
| | Ethical Guidance | 13 | 0 | 13 | 0.00 | Acceptable |
| | Role Clarity | 13 | 0 | 13 | 0.00 | Acceptable |
| | Integrity | 13 | 0 | 13 | 0.00 | Acceptable |

*Significant at a significance level of < 0.05 and 1 degree of freedom.

2-4-3 Number of scale statements:

Constructing the Scale Items After reviewing Arabic and foreign sources, references, and the theoretical framework, the researcher formulated items for each domain of the scale. In addition, a variety of psychological and management scales addressing other domains were consulted to benefit from the meaning of the items in light of the theoretical definition of ethical leadership.

2-4-4 Determine the style and foundations of formulating the paragraphs of the two scales:

Determining the Method and Principles for Formulating Scale Items A test consists of a number of items, and an item is a unit of the test, which can be one or more questions (Al-Ajili et al.: 2001, p. 47). The researcher chose multiple-choice items for formulating the questions of his scale. Multiple-choice items are more flexible than other types of objective questions and less affected by guessing compared to true/false questions. They are suitable for testing achievement for any educational objectives that can be measured by written tests or scales, except for objectives that require written expression skills or originality in thinking. The designer is characterized by a wide imagination and exceptional talent that can be employed in writing multiple-choice items so that they are not limited to recalling information, but also extend to requiring skills or abilities specific to understanding, reasoning, application, analysis, or synthesis. They are also more stable than other types. This belief is supported by the fact that the vast majority of items in standardized achievement tests are of the multiple-choice type (Al-Imam et al.: 1990, p. 62).

Subsequently, the initial number of items for the ethical leadership scale was determined as follows:

The researcher formulated 32 items distributed across 8 domains: Justice (4 items), Respect (4 items), Service (4 items), Personal Ethics of Leadership (4 items), Ethical Guidance (4 items), Role Clarity (4 items), Power Sharing (4 items), and Integrity (4 items).

2-4-5 Determining the Validity of the Scale:

Items The items were also presented in a questionnaire to a group of 13 experts and specialists in educational and psychological sciences, sports psychology, and sports administration, to judge their validity in terms of wording and suitability for measurement. They were asked to make any necessary modifications, evaluations, rephrasing, merging, deletion, or addition to the items. The validity of an item was determined by placing a checkmark (✓) to the left of the statement. Their opinions were also sought on the use of a three-point rating scale. Finally, the experts were asked to record their observations and suggestions regarding the general format of the scale. The researcher analyzed the experts' opinions and extracted the Chi-square (χ^2) value, as shown in Table (2).

Table (2) Experts' Opinions and Chi-square (χ^2) Degree for Each Item of the Ethical Leadership Scale for Sports Clubs in Dhi Qar Governorate

| No. | Suitable | Not Suitable | χ^2 | Sig | Significance |
|-----|----------|--------------|----------|------|-----------------|
| 1 | 13 | 0 | 13 | 0.00 | Significant |
| 2 | 12 | 1 | 9.30 | 0.02 | Significant |
| 3 | 12 | 1 | 9.30 | 0.00 | Significant |
| 4 | 11 | 2 | 6.30 | 0.01 | Significant |
| 5 | 5 | 8 | 0.69 | 0.40 | Not Significant |
| 6 | 13 | 0 | 13 | 0.00 | Significant |
| 7 | 11 | 2 | 6.23 | 0.01 | Significant |
| 8 | 11 | 2 | 6.23 | 0.01 | Significant |
| 9 | 13 | 0 | 13 | 0.00 | Significant |
| 10 | 8 | 5 | 0.69 | 0.40 | Not Significant |
| 11 | 9 | 4 | 1.92 | 0.16 | Not Significant |
| 12 | 11 | 2 | 6.23 | 0.01 | Significant |
| 13 | 11 | 2 | 6.23 | 0.01 | Significant |
| 14 | 8 | 5 | 0.69 | 0.40 | Not Significant |
| 15 | 11 | 2 | 6.23 | 0.01 | Significant |
| 16 | 11 | 2 | 6.23 | 0.01 | Significant |
| 17 | 8 | 5 | 0.69 | 0.40 | Not Significant |
| 18 | 13 | 0 | 13 | 0.00 | Significant |
| 19 | 12 | 1 | 9.30 | 0.00 | Significant |
| 20 | 11 | 2 | 6.23 | 0.01 | Significant |
| 21 | 11 | 2 | 6.23 | 0.01 | Significant |
| 22 | 7 | 6 | 0.076 | 0.15 | Not Significant |
| 23 | 12 | 1 | 9.30 | 0.00 | Significant |
| 24 | 13 | 0 | 13 | 0.00 | Significant |

| | | | | | |
|----|----|---|------|------|-----------------|
| 25 | 13 | 0 | 13 | 0.00 | Significant |
| 26 | 9 | 4 | 1.92 | 0.16 | Not Significant |
| 27 | 12 | 1 | 9.30 | 0.00 | Significant |
| 28 | 8 | 5 | 0.69 | 0.40 | Not Significant |
| 29 | 12 | 1 | 9.30 | 0.00 | Significant |
| 30 | 13 | 0 | 13 | 0.00 | Significant |
| 31 | 13 | 0 | 13 | 0.00 | Significant |
| 32 | 12 | 1 | 9.30 | 0.00 | Significant |
| 33 | 8 | 5 | 0.69 | 0.40 | Not Significant |
| 34 | 13 | 0 | 13 | 0.00 | Significant |
| 35 | 13 | 0 | 13 | 0.00 | Significant |
| 36 | 13 | 0 | 13 | 0.00 | Significant |
| 37 | 13 | 0 | 13 | 0.00 | Significant |
| 38 | 12 | 1 | 9.30 | 0.00 | Significant |
| 39 | 11 | 2 | 6.23 | 0.01 | Significant |
| 40 | 11 | 2 | 6.23 | 0.01 | Significant |
| 41 | 8 | 5 | 0.69 | 0.40 | Not Significant |
| 42 | 13 | 0 | 13 | 0.00 | Significant |

2-4-6 Selecting the Rating Scale

This involves obtaining the total score for an individual, which is calculated by summing the scores obtained by the respondent on the rating scale. The researcher proposed a three-point and a five-point rating scale. The scales were presented to the experts, and the three-point rating scale was chosen. Since the items were formulated in a positive direction, weights were assigned to the items as shown in Table (3) below.

Table (3) Method of Correcting Scale Items

| Scale | Agree | Neutral | Disagree |
|----------------|-------|---------|----------|
| Positive Items | 3 | 2 | 1 |

2-4-7 Pilot Experiment for Ethical Leadership:

To construct a high-quality scale and to verify the clarity of instructions and the understanding of phrases and words by respondents, and to determine the method of answering on the paper and calculate the time taken to answer, it was necessary to test the scale through a pilot experiment. This pilot experiment is a small-scale trial applied to a small sample from the same research population, conducted under conditions similar to the main experiment.

The scale was applied to a pilot sample of 21 members from Al-Furat Club, Souk Al-Shuyoukh Club, Nasiriyah Club, Dhi Qar Club, Nasiriyah Municipality Club, Al-Shatra Club, and Al-Jubayish Club, on December 15, 2025, at 2:30 PM. They were asked to read the instructions and items, inquire about any ambiguities, and mention any difficulties they faced while answering the scale items.

After the application was completed, it was clear that the instructions were clear and the items were understood by the respondents. The average time taken to answer the ethical leadership scale was 17.5 minutes, within a range of 15 to 20 minutes. The average time taken to answer the behavioral and situational work outcomes scale was 14.5 minutes, within a range of 12 to 17 minutes. Thus, the ethical leadership scale, with its 32 items and instructions, and the behavioral and

situational work outcomes scale, with its 30 items and instructions, were ready for application for statistical analysis of the items.

The purpose of conducting the pilot experiment was to:

1. Identify the difficulties faced by the researcher during the main experiment.
2. Determine the time taken to deliver and receive questionnaires.
3. Ascertain the respondents' comprehension of the scale items.
4. Verify the clarity of the items to ensure their linguistic integrity.
5. Understand the role of the assisting work team.

2-4-8 Procedures for Applying Ethical Leadership Scales to the Construction Sample:

The purpose of applying the scale items to the construction sample is to statistically analyze them, select the valid ones, and exclude the invalid ones, based on their discriminatory power (initial analysis of scale items and extreme groups), in preparation for finalizing the scale before extracting validity and reliability indicators. The scale was applied to the construction sample of 90 members. The researcher emphasized the importance of carefully reading the instructions and items and answering all scale items honestly and sincerely. This took place from December 30, 2025, to January 20, 2025.

2-4-9 Method of Correcting the Ethical Leadership Scale:

After collecting the response forms from the sample, their total scores were extracted using the prepared three-point scoring key. The total score for the scale is obtained by summing the scores each member receives from their responses, according to the 32 items of the ethical leadership scale. The highest score for an item is 3 points, and the lowest score is 32 points, as the lowest score for an item is 1 point.

2-4-10 Method of Statistical Analysis for Ethical Leadership Scale:

Items The statistical analysis aims to calculate the discriminatory power and internal consistency of the scales. Discriminatory power refers to "the ability to differentiate or distinguish between individuals who obtain high scores and individuals who obtain low scores on the same scale". Internal consistency, on the other hand, refers to the extent of homogeneity of the items in measuring the trait. That is, item analysis means retaining good items in the test.

Specialists in measurement indicated that the psychometric properties of scale items are of great importance in increasing the ability of these scales to truly measure what they were designed to measure, and that it is no less important than the psychometric properties of the scale itself, because the psychometric properties of the scale largely depend on the properties of its items. The researcher followed two methods in analyzing the items: discriminatory power (extreme groups) and internal consistency coefficient (Imtaniyous Mikhail: 2017, p. 25).

Discriminatory Power (Extreme Groups) for Ethical Leadership :

The researcher used the extreme groups method to reveal the discriminatory power of the ethical leadership scale items, as it is a suitable method for distinguishing items. The researcher verified the item's ability to discriminate using this method through a statistical analysis sample of 90 forms. The researcher followed the following steps to calculate the discriminatory power of the items:

Arranging scores in descending order from highest to lowest on the scale.

Identifying 27% of the forms with the highest scores and 27% of the forms with the lowest scores, as this percentage achieves two groups with the maximum possible size and differentiation.

The number of forms in each group was 24, making the total number of forms 48.

This resulted in two groups, upper and lower, each consisting of 24 administrators.

The (t) test was used to calculate the item's discriminatory power after applying statistical operations to extract the discriminatory power of the items. The following results were obtained:

Table (4) Calculated t-values for Discriminatory Power of Ethical Leadership Scale Items

| No. | Upper Group Mean | Upper Group Std. Dev. | Lower Group Mean | Lower Group Std. Dev. | Calculated t-value | Significance Level | Item Power |
|-----|------------------|-----------------------|------------------|-----------------------|--------------------|--------------------|----------------|
| 1 | 2.975 | 0.184 | 1.597 | 0.503 | 5.452 | 0.000 | Discriminative |
| 2 | 2.843 | 0.372 | 1.385 | 0.596 | 5.133 | 0.000 | Discriminative |

| | | | | | | | |
|----|-------|--------|-------|-------|--------|-------|----------------|
| 3 | 2.932 | 0.265 | 1.403 | 0.563 | 6.612 | 0.001 | Discriminative |
| 4 | 2.974 | 0.103 | 1.484 | 0.712 | 5.575 | 0.000 | Discriminative |
| 5 | 2.972 | 0.182 | 1.282 | 0.593 | 8.552 | 0.000 | Discriminative |
| 6 | 2.413 | 0.702 | 1.865 | 0.746 | 4.132 | 0.002 | Discriminative |
| 7 | 2.833 | 0.362 | 1.372 | 0.592 | 5.115 | 0.000 | Discriminative |
| 8 | 2.643 | 0.692 | 1.952 | 0.782 | 5.035 | 0.000 | Discriminative |
| 9 | 2.812 | 0.5126 | 1.401 | 0.532 | 4.296 | 0.000 | Discriminative |
| 10 | 2.951 | 0.222 | 1.382 | 0.561 | 7.236 | 0.000 | Discriminative |
| 11 | 2.935 | 0.262 | 1.404 | 0.593 | 6.336 | 0.001 | Discriminative |
| 12 | 2.934 | 0.264 | 1.502 | 0.543 | 5.514 | 0.000 | Discriminative |
| 13 | 2.846 | 0.523 | 1.362 | 0.482 | 5.154 | 0.000 | Discriminative |
| 14 | 2.881 | 0.382 | 1.502 | 0.683 | 3.703 | 0.000 | Discriminative |
| 15 | 2.866 | 0.351 | 1.602 | 0.494 | 3.263 | 0.001 | Discriminative |
| 16 | 2.928 | 0.262 | 1.666 | 0.480 | 28.05 | 0.000 | Discriminative |
| 17 | 2.535 | 0.507 | 1.000 | 0.000 | 10.52 | 0.000 | Discriminative |
| 18 | 2.571 | 0.503 | 1.000 | 0.000 | 12.27 | 0.000 | Discriminative |
| 19 | 2.975 | 0.126 | 1.388 | 0.526 | 8.514 | 0.000 | Discriminative |
| 20 | 2.982 | 0.132 | 1.573 | 0.502 | 6.103 | 0.000 | Discriminative |
| 21 | 2.932 | 0.323 | 1.534 | 0.503 | 5.082 | 0.001 | Discriminative |
| 22 | 2.621 | 0.475 | 1.320 | 0.480 | 8.570 | 0.000 | Discriminative |
| 23 | 2.214 | 0.994 | 1.000 | 0.000 | 11.33 | 0.000 | Discriminative |
| 24 | 2.792 | 0.497 | 1.168 | 0.654 | 7.331 | 0.000 | Discriminative |
| 25 | 2.035 | 0.838 | 1.000 | 0.000 | 11.467 | 0.000 | Discriminative |
| 26 | 2.107 | 0.416 | 1.537 | 0.517 | 5.521 | 0.000 | Discriminative |
| 27 | 2.392 | 0.497 | 1.174 | 0.266 | 21.35 | 0.000 | Discriminative |
| 28 | 2.785 | 0.417 | 1.963 | 0.192 | 4.248 | 0.001 | Discriminative |
| 29 | 2.928 | 0.262 | 1.296 | 0.465 | 7.223 | 0.000 | Discriminative |
| 30 | 2.678 | 0.475 | 1.000 | 0.000 | 22.744 | 0.002 | Discriminative |
| 31 | 2.935 | 0.188 | 1.222 | 0.423 | 11.911 | 0.000 | Discriminative |
| 32 | 2.035 | 0.838 | 1.000 | 0.000 | 11.468 | 0.000 | Discriminative |

Internal Consistency Coefficient:

Values of Internal Consistency Coefficient for Scale Items:

The researcher used Pearson's correlation coefficient to examine the correlation between the scores of individuals in the sample for each item and their scores on each domain of the scale, using the SPSS statistical package, to show the homogeneity of each item within its domain. After completing the statistical analysis, all items were found to be consistent.

Table (5) Internal Consistency Coefficient between the Item and the Ethical Leadership Scale

| No. | Correlation Coefficient | Sig | Significance | No. | Correlation Coefficient | Sig | Significance |
|-----|-------------------------|-------|--------------|-----|-------------------------|-------|--------------|
| 1 | 0.6950 | 0.000 | Significant | 17 | 0.5300 | 0.000 | Significant |
| 2 | 0.5680 | 0.000 | Significant | 18 | 0.5650 | 0.000 | Consistent |
| 3 | 0.4430 | 0.000 | Significant | 19 | 0.4500 | 0.000 | Consistent |
| 4 | 0.4610 | 0.000 | Significant | 20 | 0.4920 | 0.000 | Consistent |
| 5 | 0.6430 | 0.000 | Significant | 21 | 0.5520 | 0.000 | Consistent |
| 6 | 0.5730 | 0.000 | Significant | 22 | 0.5300 | 0.000 | Consistent |
| 7 | 0.705 | 0.000 | Significant | 23 | 0.6180 | 0.000 | Consistent |
| 8 | 0.824 | 0.000 | Significant | 24 | 0.5250 | 0.000 | Consistent |
| 9 | 0.583 | 0.000 | Significant | 25 | 0.5800 | 0.000 | Consistent |
| 10 | 0.3320 | 0.000 | Significant | 26 | 0.4040 | 0.000 | Consistent |
| 11 | 0.6000 | 0.000 | Significant | 27 | 0.4900 | 0.000 | Consistent |
| 12 | 0.5000 | 0.000 | Significant | 28 | 0.3980 | 0.000 | Consistent |
| 13 | 0.4770 | 0.000 | Significant | 29 | 0.3310 | 0.000 | Consistent |
| 14 | 0.5430 | 0.000 | Significant | 30 | 0.4610 | 0.000 | Consistent |
| 15 | 0.3980 | 0.000 | Significant | 31 | 0.2570 | 0.000 | Consistent |
| 16 | 0.3180 | 0.000 | Significant | 32 | 0.5230 | 0.000 | Consistent |

Ethical Leadership Scale (Table 6)

This table shows the internal consistency coefficient values for the first domain.

| No. | Correlation Coefficient | Sig | Significance |
|-----|-------------------------|-------|--------------|
| 1 | 0.744 | 0.000 | Significant |
| 2 | 0.665 | 0.000 | Significant |
| 3 | 0.425 | 0.000 | Significant |
| 4 | 0.774 | 0.000 | Significant |

This table shows the internal consistency coefficient values for the second domain.

| No. | Correlation Coefficient | Sig | Significance |
|-----|-------------------------|-------|--------------|
| 1 | 0.623 | 0.000 | Significant |
| 2 | 0.734 | 0.000 | Significant |
| 3 | 0.711 | 0.000 | Significant |
| 4 | 0.761 | 0.000 | Significant |

This table shows the internal consistency coefficient values for the third domain.

| No. | Correlation Coefficient | Sig | Significance |
|-----|-------------------------|-------|--------------|
| 1 | 0.628 | 0.000 | Significant |
| 2 | 0.653 | 0.000 | Significant |
| 3 | 0.625 | 0.000 | Significant |
| 4 | 0.640 | 0.000 | Significant |

This table shows the internal consistency coefficient values for the fourth domain.

| No. | Correlation Coefficient | Sig | Significance |
|-----|-------------------------|-------|--------------|
| 1 | 0.733 | 0.000 | Significant |
| 2 | 0.741 | 0.000 | Significant |
| 3 | 0.676 | 0.000 | Significant |
| 4 | 0.780 | 0.000 | Significant |

This table shows the internal consistency coefficient values for the fifth domain.

| No. | Correlation Coefficient | Sig | Significance |
|-----|-------------------------|-------|--------------|
| 1 | 0.637 | 0.000 | Significant |
| 2 | 0.547 | 0.000 | Significant |
| 3 | 0.656 | 0.000 | Significant |
| 4 | 0.646 | 0.000 | Significant |

This table shows the internal consistency coefficient values for the sixth domain.

| No. | Correlation Coefficient | Sig | Significance |
|-----|-------------------------|-------|--------------|
| 1 | 0.456 | 0.000 | Significant |
| 2 | 0.511 | 0.000 | Significant |
| 3 | 0.600 | 0.000 | Significant |
| 4 | 0.862 | 0.000 | Significant |

This table shows the internal consistency coefficient values for the seventh domain.

| No. | Correlation Coefficient | Sig | Significance |
|-----|-------------------------|-------|--------------|
| 1 | 0.686 | 0.000 | Significant |
| 2 | 0.566 | 0.000 | Significant |
| 3 | 0.754 | 0.000 | Significant |
| 4 | 0.778 | 0.000 | Significant |

This table shows the internal consistency coefficient values for the eighth domain.

| No. | Correlation Coefficient | Sig | Significance |
|-----|-------------------------|-------|--------------|
| 1 | 0.622 | 0.000 | Significant |
| 2 | 0.646 | 0.000 | Significant |
| 3 | 0.686 | 0.000 | Significant |
| 4 | 0.566 | 0.000 | Significant |

Scientific bases of the Scales:

1- Believe the Scales:

Validity is considered one of the most important criteria for test quality and a fundamental characteristic in test construction and measurement. Test validity refers to "the ability of the test to measure what it was designed for or the trait to be measured." As for scale validity, it means "that the measurement tool is valid if it measures what it claims to measure and the need for this clear characteristic" (Dewey B. Dalen: 1969, p. 36). The researcher verified the validity of the scale through:

First: Virtual honesty:

This validity is calculated after presenting it to a number of specialists and experts in the field where the test is conducted. If the experts confirm that the test measures the behavior it was designed to measure, the researcher can rely on the judgment of the experts. The researcher presented the scale and its items to a group of experts to confirm its suitability and to assess the extent to which each item measures the components of each domain. Items that received the approval of the experts were accepted, and those that were not valid were excluded.

Second: Construction honesty:

This is considered one of the most suitable types of validity for scale construction because it relies on empirical verification of the extent to which item scores match the characteristic or concept to be measured.

The researcher verified the construct validity of the scale for his research through the following indicators:

First: Discriminative Power of Items:

Calculating the discriminative power of items is a form of construct validity. The researcher achieved this by differentiating items in the ethical leadership scales using the extreme groups method based on the mean, which indicates that all items have a high discrimination coefficient. The researcher relied on this method because it is characterized by "providing us with a homogeneous measure where each item measures the dimension that the scale as a whole measure, and it also has the ability to highlight the correlation between the positions of the scale and this type of validity was achieved through extracting the internal consistency coefficient."

Stability of the Scale:

Reliability is considered one of the essential elements in preparing tests and relying on their results. It refers to the stability of results when reapplying the test to individuals and maintaining the true variance of the test (Essam Al-Nimr: 2008, p. 77) [i]. This means that a test or scale characterized by reliability is one that yields the same results if reappplied to the same individuals under the same conditions (Muwaffaq Asaad: 2007, p. 22) [ii]. There are several methods through which the reliability coefficient can be extracted, and the researcher chose two of them:

First: Internal Consistency Method (Cronbach's Alpha):

This is considered one of the most common reliability measures and is most suitable for scales with a graded Likert scale, as this method relies on the extent to which items are correlated with each other within the scale, and the correlation of each item with the scale as a whole. The average of the internal consistency coefficients between the items determines the Cronbach's Alpha coefficient. Many sources indicate that the higher the Cronbach's Alpha score (70 and above), the better the reliability (3) [iii].

The researcher calculated the reliability coefficient using Cronbach's Alpha method for the ethical leadership scale for all individuals in the construction sample, which numbered (90) members, using the statistical package (SPSS). The value of the reliability coefficient for the ethical leadership scale was (0.948). The reliability value for the work outcomes scale is also a high reliability value.

Second: Split-Half Method:

This method relies on dividing the test whose reliability is to be determined into two equivalent parts, after applying it to a

single group. There are several ways to divide the test; for example, the first half of the test can be used against the other half, or odd-numbered questions can be used against even-numbered questions. This method is characterized by saving effort and time, as it requires applying the test only once. It is one of the most commonly used methods in educational and psychological studies to find the reliability coefficient.

The researcher used the forms from the main experimental sample (construction sample), which numbered (90) forms. The ethical leadership scale had (32) items, of which (16) were even-numbered and (16) were odd-numbered. The correlation coefficient between these two parts was extracted using the statistical program (SPSS), as shown in Table (7):

This table shows the correlation and reliability coefficient for the ethical leadership scale.

| Cronbach's Alpha for First Half | Cronbach's Alpha for Second Half | Guttman Coefficient |
|---------------------------------|----------------------------------|---------------------|
| 0.943 | 0.945 | 0.982 |

Torsion Coefficient:

Most sample distributions are not perfectly symmetrical and may lean more towards one side of the maximum value than the other. This deviation from symmetry is called skewness (Wadie Yassin: 1999, p. 178) [iv]. If the variable values are concentrated towards smaller values more than towards larger values, then the distribution of this variable is skewed to the right and is called positively skewed. If the opposite is true, it is called negatively skewed (Salloum and Mazen: 2008, p. 137). To determine how close or far the sample's responses are from the normal distribution, the researcher calculated the skewness coefficient using SPSS. It was (0.387) for ethical leadership.

Standard Scores for the Scale:

Raw scores (raw data) are not useful unless compared to another score. These scores alone do not give an idea of the level of what they measure unless converted to standard scores. Therefore, it is necessary to statistically deal with the raw score to convert it into a standard score. A standard score "is a score in which the score of each individual is expressed based on the number of standard deviation units of their score from the mean" (3) [1]. To obtain the standard scores, the researcher used the statistical package (SPSS) to convert raw scores into standard (z-scores) and adjusted (T-scores) by multiplying the standard scores by (10) + (50) to obtain the adjusted standard score for the mean and standard deviation, then applying the standard score equation. Thus, raw scores were converted into standard (z-scores) and adjusted (T-scores).

Standard Levels for the Two Scales:

The researcher used the normal distribution curve (Gauss). Obtaining the normal distribution curve for data depends on the nature and number of the sample and the suitability of the tests for this sample. The larger the sample size and the more appropriate the tests, the closer the data distribution will be to the shape of the normal curve. The researcher chose to have eight levels for the ethical leadership scale, as shown in Table (8) for the ethical leadership scale:

Table (8) Standard Levels for the Ethical Leadership Scale

| Levels | Standard Score | Adjusted Standard Score | Raw Score | Number | Percentage |
|-------------------|----------------|-------------------------|-----------|--------|------------|
| Very High | +3 to +1.8 | 80-68 | 96-84 | 15 | 25 % |
| High | +1.8 to +0.6 | 68-56 | 83-71 | 10 | 16.66 % |
| Moderate | +0.6 to -0.6 | 56-44 | 70-58 | 30 | 50 % |
| Acceptable | -0.6 to -1.8 | 44-32 | 57-45 | 5 | 8.33% |
| Weak | -1.8 to -3 | 32-20 | 44-32 | 0 | 0 % |

I will continue the translation of the provided text.

Final Application of the Scales to the Application Sample:

After completing all the requirements and procedures for designing the scales, they were ready for application. The ethical leadership scale consisted of (32) items distributed across eight domains. The maximum score for the scale was (96), and the minimum was (32). As for the behavioral and situational work outcomes scale, it consisted of (30) items distributed across five domains. The maximum score for this scale was (90), and the minimum was (30). The researcher applied the two scales in their final form to the application sample, which consisted of (60) members, during the period from (2025/2/0) to (2025/2/28). After analyzing the responses of the research sample, the data was collected in a special form, so that each

administrator had a specific score.

Statistical means:

The researcher used the statistical package (SPSS) and Excel program to obtain the following statistical information:

1. Percentage.
2. Independent samples t-test.
3. Pearson's simple correlation coefficient.
4. Guttman's formula.
5. Standard Deviation.
6. Cronbach's Alpha coefficient.
7. Standardized Z-scores and T-scores.
8. Arithmetic Mean.
9. Hypothetical Mean.
10. Skewness Coefficient.
11. Standard Error.
12. Chi-square.

3. PRESENTATION, ANALYSIS, AND DISCUSSION OF RESULTS:

General and applied sciences rely on reasons to explain the phenomena under study, which necessitate the use of tools and methods for this purpose, including statistical methods that have become the true scope of most studies that do not rely solely on description but also on quantitative analysis, especially in statistical studies that depend on questionnaires. "Analyzing information means extracting scientific evidence and its quantitative and qualitative indicators that prove the answer to questions and confirm the acceptance or rejection of hypotheses" (Saleh Ahmed Fayyad: 1995, p. 11).

In this chapter, the researcher presents the results obtained from applying the (Ethical Leadership) scale to the main research sample using the researcher's tool (the questionnaire) and then statistically processing the results using the statistical package (SPSS) to review and analyze the questionnaire items.

The objective of constructing an ethical leadership scale for sports club presidents in Dhi Qar Governorate was achieved through the procedures undertaken by the researcher in constructing and designing the questionnaire, as discussed in Chapter Three.

3-1 Presentation and Analysis of Ethical Leadership Scale Levels:

Table (9) Statistical Indicators for the Application Sample in the Ethical Leadership Scale

| Scale | Application Sample | Mean | Hypothetical Mean | Standard Deviation | Standard Error | Level |
|---------------------------|--------------------|--------|-------------------|--------------------|----------------|----------|
| Ethical Leadership | 60 | 82.765 | 64 | 10.954 | 0.154 | Moderate |

Table (9) shows that the level of ethical leadership among sports club presidents in Dhi Qar Governorate, from the perspective of their members, had a mean of (82.765), a hypothetical mean of (64), a standard deviation of (10.954), a standard error of (0.154), and a moderate level.

Table (10) Raw Scores, Levels, Frequencies, and Percentages for the Application Sample of the Ethical Leadership Scale

| Levels | Standard Score | Raw Score | Frequency | Percentage |
|-------------------|----------------|-----------|-----------|------------|
| Very High | 80-68 | 96-84 | 15 | 25% |
| High | 68-56 | 83-71 | 10 | 16.66% |
| Moderate | 56-44 | 70-58 | 30 | 50% |
| Acceptable | 44-32 | 57-45 | 5 | 8.33% |
| Weak | 32-20 | 44-32 | 0 | 0% |

Table (10) indicates that the sample was distributed across several levels in ethical leadership, showing that the number of application sample individuals who reached a very high level was (15), representing (25%). Those who reached a high level

numbered (10), representing (16.66%). Those who reached a moderate level numbered (30), representing (50%). Those who reached an acceptable level numbered (5), representing (8.33%). Those who reached a weak level numbered (0), representing (0%).

Referring back to Table (10) and comparing the application sample's achievements with the standard levels, most of the sample individuals fall within the (moderate) level, while the rest of the research sample individuals were distributed across the (very high), (high), (acceptable), and (weak) levels.

Figure (1) illustrates the levels of the ethical leadership scale among sports club presidents from the perspective of their members in Dhi Qar Governorate.

3.1.1 Discussion of the Ethical Leadership Scale:

From Table (9), it is clear that sports club presidents in Dhi Qar Governorate obtained a (moderate) level on the ethical leadership scale.

The researcher attributes the attainment of (very high and high) levels by sports club presidents to the follow-up of those responsible for developing administrative work in sports clubs in Dhi Qar Governorate and the extent of their use and employment of the ethical leadership style, whether in employing ethical leadership tools, solving administrative problems, or continuous development and improvement. This will directly reflect on the quality of administrative work and become evident through the administrative performance of club presidents.

The researcher believes that the emergence of a high level of ethical leadership among club presidents is a result of positive behaviors directed towards members, represented by a number of work ethics such as fairness and transparency in dealings, distribution of tasks and duties, and rewards. This first reflects the humane interactions of club presidents towards members and their participation in their social and economic circumstances, outlining appropriate organizational and administrative methods for dealing with them, defining necessary policies and procedures for various situations, and demonstrating planning and organizing methods and ways to reach evaluative levels for the sports club president.

Ghunaim (2020, p. 77) [i] stated that "ethical leadership is considered a set of behaviors or a distinct leadership style in itself. Leadership is the guiding element for the behavior of subordinates, and successful leadership requires considering the ethical dimension alongside technical and administrative dimensions. There is undoubtedly a need for skilled ethical leaders at every level, and the future of the club depends on such leaders who can exercise strong leadership that includes serving others; because the success of leaders in performing their duties depends on their ethical commitment to achieving goals."

Furthermore, the emergence of a very high level in the personal ethics of the club president, as seen by the researcher, is due to the conviction of the administrative board members that an ethical leader must be characterized by honesty in words and actions towards them, integrity in their work and behaviors, commitment to fulfilling promises made to members, adherence to regulations and laws, and work principles based on values, acting with courage and honesty in all circumstances, and accepting criticism openly from their members, embodying qualities attributed to the leader's personality. Al-Hunaiti (2022, p. 7) stated that "personal ethics or personal characteristics are linked to the personality of the ethical leader and contribute to building the leadership charisma that the leader relies on to influence members. They are determined by seeking honesty in interactions with subordinates and members, consistency between words and actions, as subordinates are convinced only by what is real before them, integrity and honesty in their actions and behaviors, acknowledging mistakes and taking responsibility for them, accepting criticism openly, not being easily provoked, and fulfilling promises made, which the leader must be committed to by presenting themselves as a role model in all aspects of life and being present in the minds of others."

This aligns with Al-Jaithani's (2017, p. 7) [3] indication that subordinates' awareness of the importance of ethical leadership plays a significant role in increasing members' motivation towards their work on one hand, and enhancing their sense of responsibility on the other. It also aligns with what Daradka and Al-Mutairi (2017, p. 237) [ii] emphasized: that subordinates' application of laws and regulations in light of ethical leadership leads to achieving justice, tolerance, forgiveness, and altruism, clarifying assigned tasks, and encouraging creativity, excellence in work, promotion, and professional growth.

As for the moderate level in the ethical leadership scale for sports club presidents in Dhi Qar Governorate:

Sports management is the part concerned with club management and focuses most of its attention on it, because it determines the sectors that positively or negatively affect the effectiveness of members and the advancement of their level in all fields. This part is distinctive for management, and it is the cause of changing its conditions towards positive or negative outcomes [iii].

Sports club presidents tend to promote ethical values such as transparency, fairness, integrity, respect, and providing service to members, which contributes to building a positive work environment that enhances interaction between administrative board members and club presidents. Sports clubs may face ethical leadership challenges such as economic pressures and political or social instability, which may negatively affect the ability to always make ethical decisions. To avoid these challenges, leadership skills must be developed, meaning there is a need for training and professional development programs for sports club presidents to enhance their ethical leadership capabilities, enabling them to face challenges more effectively.

The researcher attributes this to the current and future positive outlook for the administrative work of club presidents, which is represented by the application of modern administrative foundations, rules, and functions, and their keenness to achieve the correct and ideal administrative vision for the administrative reality and ways to develop it to keep pace with changes, encouraging members to innovate and renew, and keenness to involve members in the planning process and decision-making related to the nature of tasks and achieving their best performance within the sports club and achieving desired goals, and adopting success rates of work as a criterion for evaluating administrative work. The researcher believes that the weakness faced by club presidents is due to several problems they encounter while working within the club, such as a lack of financial resources, as sports clubs may suffer from poor funding, making them unable to improve facilities, or this weakness may result from a lack of communication with members, where a lack of interaction between management and members and a lack of respect can lead to member dissatisfaction and loss of trust, and crisis management that significantly affects the club and working to resolve it through transparent communication with members during crises to reduce rumors, as well as some pressures, restrictions, and challenges facing club management that affect behavior. Club presidents can avoid these problems by improving human relations with members and working as a team with them, and also by possessing administrative personal characteristics, as these are the most important tools in administrative practices.

Al-Zahrani and Sherif (2020, p. 39) [iv] indicated that "administrative characteristics are a set of principles, rules, and controls that leaders rely on as one of the most important basic tools in administrative practices, and are binding on them, such as achieving justice, equality, honesty, and sincerity, in order to achieve work goals."

The researcher believes that human relations are attributed to being the primary pillar in work, according to the study sample's opinion. They are keen to increase respect, appreciation, and humility, through which club presidents maintain the secrets of members and care for them, and work to reduce the distances between themselves and their members. This is done by participating in events, courses, and decisions, and earning trust, respect, and appreciation. They also appreciate those who make mistakes among the members and work to guide them towards the right path [v].

Abu Arar (2021) [v] stated that "human relations focus on areas of dealing with others, so it is necessary to seek appreciation, respect, humility, maintaining the secrets of others, fairness to subordinates, and caring for their needs, considering their circumstances, and keenness to involve them and stand by them and support them."

The researcher believes that the emergence of teamwork at a positive level among club presidents in Dhi Qar Governorate is attributed to this characteristic among club presidents working to develop a spirit of community and responsibility, which strengthens their spirit of cooperation and harmony, exchange of ideas and experiences, and provides an appropriate environment for coordinating work as one team between presidents and administrative board members to avoid the existing weakness. They also value their presented opinions and enhance their self-confidence and capabilities by accepting their ideas and projects towards success and prosperity, and striving to provide many effective meetings between themselves and their members and offering advice to them to perform their best abilities in executing work well and distinctly [vi].

Al-Swayei (2019) [vii] stated that "teamwork seeks to develop a team spirit and collective responsibility, and enhance members' self-confidence and capabilities, as well as working to develop harmony and ensure the provision of a suitable environment for communication and coordination of teamwork, as well as appreciating the opinions and ideas of subordinates, which enhances their skill in collective decision-making, as the club president represents a good role model for others in their behavior and dealings."

The researcher believes that there are many pressures, restrictions, challenges, aspects, and areas facing club management that affect administrative work and behavior and how to deal with them in the future. This was explained by Ahmed Mahmoud Al-Zanafali (2012, p. 12) [viii], who stated that club management faces many opportunities, as well as many pressures, restrictions, or challenges that affect its behavior and its ability and efficiency in carrying out its work and achieving its goals. This requires that before developing a strategy, one must realize where these opportunities and challenges lie, and develop strategies, plans, and programs.

Hassan Al-Saati (1992, p. 168) [ix] confirms that club management must study all aspects and areas in light of how they will affect the performance of administrative work of sports clubs in the future, and sometimes how all these areas can be used to improve these clubs, as they arise through changes in their factors, because club management must search for opportunities and strive to seize them before losing them, and that identifying challenges that can hinder their achievement of desired goals, and taking preventive measures against those challenges.

As for the (acceptable and weak) levels in the ethical leadership scale for sports club presidents in Dhi Qar Governorate:

The researcher attributes this to several reasons, including the club presidents not possessing the qualities and characteristics of ethical leadership, and it can also be said that the club president has an authoritarian personality. In authoritarian leadership, the leader is always isolated from collective participation with other individuals unless circumstances force them to explain a certain topic [x]. Also, poor communication, a lack of effective communication between management and subordinates and members, makes them feel that their opinions and feedback are not heard or not influential, or there may be a lack of transparency, leading to a lack of trust in the leader. This weakness may also stem from a lack of understanding of members'

needs and requirements, leading to member frustration. Also, most club presidents undergo the same job programs, training, and development courses, and some of them operate within one field and one system in club management, where some presidents have the same knowledge and information acquired without development or modernity.

Furthermore, some club presidents do not possess ethical leadership except to a small extent, and then they face difficulties in managing the club and consequently fail to achieve planned goals, which may lead to wasted time and financial resources.

This is consistent with Al-Rousan's (2018, p. 141) [xi] study, which indicated that the level of ethical leadership application was "acceptable" or "weak." This may be attributed to club presidents dedicating administrative functions, which leads to not providing enough time for presidents to identify the needs of administrative board members and work to satisfy them, and perhaps this result came from the club presidents' focus on completing tasks assigned to the administrative board without considering objectivity in evaluating their special circumstances.

The researcher believes that some club presidents and members have negative behaviors when practicing administrative work, and this, in turn, has a negative impact and indicator on administrative work within the club. When ethical leadership is practiced by them, it works to improve their behavior. This is what Al-Otaibi (2013, p. 44) [xii] indicated, that ethical leadership works to improve negative behaviors among individuals by refining them with correct educational methods and developing ethical behaviors and positive attitudes in them, which leads to achieving the goals they seek to achieve on one hand, and adding a character of respect and acceptance from members on the other.

4. CONCLUSIONS

Validity of the ethical leadership scale for sports club presidents from the perspective of their members in Dhi Qar Governorate.

The significant impact of ethical leadership on work outcomes was confirmed. This, in turn, highlights the importance of the influential role of adopting and implementing ethical leadership based on fair and honest dealings with working members in all organizational aspects, by achieving a fair division of power, clarifying the roles of each individual in the organization, adhering to ethical principles, formulating an ethical direction for all organizational activities and functions, and endeavoring to motivate members to work with enthusiasm to achieve high-level objectives, thereby enabling the club to remain competitive.

The levels of ethical leadership among the sample (club presidents) varied between weak, acceptable, moderate, high, and very high, with most responses falling into the moderate category.

1.1 Recommendations:

The necessity of consolidating the culture of ethical leadership in all sports clubs, and for it to be a guiding methodology in all functional aspects and activities, as it defines what is right to follow in work and what is wrong to avoid.

Conducting further studies on ethical leadership of presidents and its relationship with other new variables not included in this research, such as: self-confidence, creativity, mental toughness, and sportsmanship.

Enhancing the culture of sports clubs by creating an organizational climate based on ethical values, principles, and standards that work ethics emphasize, as they are considered an effective criterion for achieving strategic goals in an environment full of challenges and environmental changes.

Certainly, here is the translated "References" section, formatted appropriately for academic publication.

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