



**RESEARCH ARTICLE**

# Measuring the Level of Spiritual Leadership among Scout Divisions from the Point of View of Scout Leaders

Russell Ghaleb Salem Obaid<sup>1\*</sup>, Bassem Sami Shahid<sup>2</sup>

<sup>1,2</sup>College of Physical Education and Sports Sciences, University of Thi-Qar, Iraq

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**\*Corresponding Author:**

Russol.Galib@utq.edu.iq

**ABSTRACT**

The research aims to identify the relationship between the spiritual leadership of Scout divisions and the relationship to administrative excellence from the point of view of Scout leaders in the central and southern regions. The human field was: scout leaders, officials of the age levels working in the scout divisions, coaches of the central teams, and their assistants. The time frame is from 10/18/2023 until 4/14/2024. Spatial field: School Scout Activity Department. The researcher identified the community on which the study would be based, consisting of scout leaders and officials of the age levels within the Scout Division, as there are (18) scout leaders in each division within each division in each governorate separately. The research community reached (198) scout leaders in the central and southern regions of Iraq. The sample was chosen intentionally, as it consisted of (90) scout leaders, representing (100%) of the research community. The sample was divided into (3) samples: an exploratory sample, a construction sample, and a scale application sample. I recommend the need to pay attention to the process of spiritual leadership in all aspects, as it has a positive impact on the work atmosphere and stability of employees in institutions, adopting the spiritual leadership and administrative excellence standards as tools to identify the levels of spiritual leadership and administrative excellence in youth and sports directorates in order to identify the problems and difficulties they face in order to avoid them in order to achieve Their desired goals. The need for leadership at various levels to pay attention to the process of subordinates' performance on a regular and ongoing basis is essential to avoid mistakes among employees and to involve them in new work courses or workshops that serve the organization's service.

**INTRODUCTION**

Management science is one of the sciences of utmost importance that serves society in various fields and activities, and it must be resorted to in addressing many of the problems which face individuals and modern societies. Management deals with many variables that are interrelated, and these variables increase in quantity and degree of complexity. Intervention increases as the size of the administration expands, and we must know that the nature of the administration is not fixed, but rather is prepared to meet changing circumstances and according to the data of incidents. Through administration, we can collect information isolated from each other to establish interconnected relationships among them that help us solve urgent and immediate problems. There have been many theories of leadership. These theories have focused, to varying degrees, on one or

more aspects of the physical, mental, or emotional elements of human interaction in organizations, while neglecting the spiritual component. Spiritual leadership focuses on meeting the spiritual needs of employees. The importance of spiritual leadership stems from the ability to understand the basic needs of each person. From the leader and subordinates in order to achieve spiritual satisfaction, by building a vision and values that are compatible with individual needs and empowering the team and organizational levels, which leads to reaching high levels of job satisfaction, organizational discipline, financial performance, and social responsibility, as well as high levels of happiness at work. Concepts derived from positive psychology. The **importance of the research** lies in finding the level of spiritual leadership among scout division officials from the point of view of scout leaders, and what is the benefit of this study on the scout division unit management system and sports administrative contracts in Iraq.

### **Research problem**

The problem lies in the research

(What is the level of spiritual leadership among Scout leaders from the point of view of Scout leaders in Iraq).

### **Research objectives**

- 1- Building a measure of spiritual leadership for Scout leaders in Iraq
- 2- Identify the level of spiritual leadership of Scout leaders and their relationship from the point of view of Scout leaders in the central and southern regions.

### **Research areas**

**The human field:** Scout leaders, officials of the age levels working in the Scout divisions, coaches of the central teams, and their assistants.

**Time frame:** from 10/18/2023 until 4/14/2024.

**Spatial field:** Department of school sports activities and scouting.

## **RESEARCH METHODOLOGY AND STUDY PROCEDURES**

### **Research Methodology**

The descriptive survey method was used to suit the nature of the research problem and its objectives ().

### **The research community and its sample**

The research population is “all the components of the phenomenon that the researcher studies” (), while the research sample “represents a number of individuals or things selected according to a specific rule or method from the statistical population that represents this society” (), where the research population reached (198 ) as a scout leader in the central and southern regions of Iraq. The sample was chosen intentionally, as it consisted of (198) scout leaders, with a percentage of (100%) from the research community. “Here it is necessary to determine the proportions of the sample that adequately represent the research community and allow the results to be generalized.” A sufficient sample in terms of type and number will achieve success in completing the research, and the larger the proportion of the research population, the smaller the research sample, and vice versa, the smaller the proportion of the research population, the larger the sample. The researcher chose samples from the research population in proportion to the main steps to solve the research problem, and they were as follows:

**Table (2) shows the research population and its sample**

Number of individuals in the exploratory experiment	Number of individuals in the application sample	Number of members of the construction sample	Number of scout movement leaders	Central and southern governorates	T
-	18		18	Baghdad	1
-	18		18	Babylon	2
-	18		18	Karbala	3
-	18		18	Najaf	4
-	8	10	18	Al-Qadisiyah	5
		18	18	Al-Mouthana	6
		18	18	Wasit	7
		18	18	Maysan	8
		18	18	Diyala	9
		18	18	Basra	10
8	10		18	Thi-Qar	11
				total	
04.4%	45,45%	50,50%	100%	percentage	

**Methods and devices used in the research****Means of collecting information and data**

Arab and foreign sources.

world wide web .

Note .

Personal interviews: **(Appendix 1)**

Questionnaire.

Tests and measurement.

### **Devices and tools Search**

Computer (not laptop) type (DELL)

White paper (A4)

Pencils blue ink pens

Manual calculator (kenko)

### **Search tool**

The researcher built the spiritual leadership scale and followed all the procedures for constructing the scale, including drafting the items and presenting them to the experts. The scale consisted of (30) items for the spiritual leadership scale distributed over five areas, and it was presented to a number of (15) experts with specialization in sports management and science. Self and tests in order to determine the suitability of the statements to the scale and to the sample, and after presenting the opinions of the experts, all statements were approved and some of them were modified to be appropriate to the nature of the sample. The experts emphasized the following magazines (compliance, belief in work, altruism, and membership).

### **Scientific foundations of the questionnaire**

The scientific foundations of the questionnaire were verified through honesty and reliability. The validity of the questionnaire was verified by presenting the questionnaire to a group of experts for the purpose of determining the suitability of the statements to the research problem and the goal of the research. All statements were approved and the apparent validity was achieved by presenting them to the experts ( ).

The reliability of the questionnaire was achieved by applying it to a sample of scout leaders in the Scout Division, which consisted of (18) workers, randomly selected from the research community. The reliability rate of the questionnaire reached (9.90%), which is a very acceptable percentage to the researcher and can be relied upon by arriving at it. Through the use of the Cronbach coefficient.

### **The exploratory experience of the scale**

The exploratory experiment is considered “practical training for the researcher to identify the negatives and positives that she encounters during the test in order to address them.” (And after the spiritual leadership scale was built and ready for application, the researcher conducted a reconnaissance experiment, an appropriate period before the final application of the research, where he distributed the scale (spiritual leadership). On a sample of (8) scout leaders in Dhi Qar Governorate on 12/26/2023 AD, the purpose of the exploratory experiment was to prepare the reasons for success in applying the main measure and knowing the time it takes the employee to fill out the form. It was found that filling out the form takes (10) minutes. For the scale, and also for the purpose of ensuring that the sample understands the items of the scale and in order to avoid any obstacles or difficulties that the researcher may face in the future, as the researcher explained how to answer the sample members and allowed them to inquire and verify the competence of the assistant staff (Appendix 5), which was distinguished by its competence.

### **Main experience**

The researcher applied the main experiment by distributing questionnaire forms for the scale in order to obtain information and recording it on the dates of (1/15/2024 to 4/14/2024). The aim of it was to analyze the paragraphs by identifying the difficulty of the paragraph for each field, the strength of the paragraph’s distinction, and the effectiveness of the alternatives. In the scale items, the main experiment was as follows:

### **Applying the spiritual leadership and administrative excellence scales to the sample structure**

The researcher distributed the measure of the spiritual leadership of people's officials to the sample structure, which consisted of (100) scout leaders in the central and southern regions, and no questionnaire was excluded from it, leaving (100) questionnaires.

#### **Internal consistency coefficient**

The researcher used this method because it shows the extent of homogeneity of the items, because it is possible that there are duplicate items, but they measure different dimensions. The Pearson correlation coefficient was used between:

The sample members' scores on each item and their scores on the scale as a whole.

The score for each field is the total score of the scale

Using the statistical package (SPSS), and after completing the statistical analysis process, it was found that all paragraphs are consistent, as shown in Table (9), Table (10), Table (11), and Table (12).

### **Scientific foundations for the two scales**

#### **Honesty**

Validity means that "the task of the test is to measure and evaluate the characteristic for which the test was actually developed" (), as it is one of the most important standards of test quality and is considered one of the basic characteristics in constructing tests and standards, as the researcher verified the validity of the two scales through:

#### **First: The arbitrators' honesty**

This type of honesty means presenting the measure to a group of experts and specialists in the field in which the test is being conducted. If the experts acknowledge that this test or measure measures the behavior or characteristic for which it was developed, then it is honest and the researcher can rely on it (), and the researcher has verified this. The type of honesty was presented by presenting the scale to a group of experts to demonstrate its suitability to measure what it was designed for. This was achieved after removing and modifying some paragraphs and keeping the paragraphs that had obtained the approval of the experts.

#### **Second: Construct validity**

Construct validity is considered one of the most appropriate types of validity for constructing scales because it depends on experimental verification of the extent to which the scores of the items match the characteristic or concept to be measured (), and the researcher verified the construct validity of the research scale through (the discriminating power of the items) which was explained above and as in Table (9) and Table (10).

#### **Stability**

A stable test is one that gives close results or the same results if applied more than once in similar circumstances. It is one of the basic elements in preparing tests and measures and relying on their results. There are many ways to verify the degree of stability of the measure, and the researcher used the (**Cornbach's alpha**) method. To verify the reliability of the scale because it is used in any type of objective or essay questions (), it extracted the reliability in this way by applying the equation to members of the scale's construction sample of (100) scout leaders using the statistical bag (spss), as it was shown that the value of the coefficient The reliability of the spiritual leadership

scale is (0.756), and the researcher used the Spearman-Brown equation, as the correlation coefficient for spiritual leadership was (0.892), which is a high reliability indicator.

### **Standard scores for the spiritual leadership scale**

The raw scores (raw scores) that the researcher obtained from applying the scale are not considered important or useful unless they are compared to other scores, because they do not give us an idea of what we are measuring unless they are converted into standard scores. The raw scores must be treated statistically to convert them to standard scores.

As the standard scores “are the scores in which each individual’s score is expressed on the basis of the number of units of standard deviation of his score from the mean” (), and to obtain the standard scores, the researcher used the statistical package (spss) to convert the raw scores into standard scores, where the following equations were applied. : The standard score (raw score - arithmetic mean divided by the standard deviation) and the adjusted score (raw score x 10 + 50) (Appendix 8).

### **Final application of the scale**

After the construction procedures were completed, the scale became ready for application with (25) items for the spiritual leadership scale distributed over five areas. The researcher applied the scale in its final form to an application sample of scout leaders in the central and southern regions, who numbered (90) scout leaders for the period from ( 1/20/2024 until 4/14/2024) After analyzing the answers of the final application sample, the data was collected using a special form. The final score was calculated by summing the scores obtained by the respondent from the sample on the items of the scale, so that each employee had a score representing his answer to the scale as an appendix. (6).

### **Statistical methods**

The researcher relied on the statistical package (SPSS) and the Excel program to reach the following statistical methods:

- percentage
- Square like any
- Arithmetic mean
- Mediator
- standard deviation
- Torsion coefficient
- t law. test for independent samples
- Pearson correlation coefficient
- Spearman
- Alfakronbach
- Z and T standard score

### **Presenting, analyzing and discussing the results**

The general and applied sciences have reasons that we adopt to explain the phenomena under study, which require working with them to resort to tools and methods adopted for this purpose, including statistical methods, which have become the true scope of most studies that do not rely solely on description with quantitative analysis, especially in statistical studies that rely on questionnaires (and that analysis of information It means extracting scientific evidence and its quantitative and qualitative indicators that prove the answer to the questions and confirm the acceptance or non-acceptance of its hypotheses (1).

In this chapter, the researcher presented the results obtained as a result of applying the (spiritual leadership) scale to the main research sample using the researcher's tool (the questionnaire), and then processing the results statistically using the statistical package (spss) in order to review and analyze the questionnaire items.

The first and second goals were achieved, namely, building a measure of spiritual leadership for Scout leaders and Scout leaders in the central and southern regions through the procedures taken by the researcher in constructing and designing a questionnaire, as mentioned in the third chapter.

**Table (18) shows the statistical indicators for the application sample of the spiritual leadership scale.**

the level	Torsion coefficient	Standard error	standard deviation	Hypothetical mean	Arithmetic mean	Sample application	the scale
high	<b>0.176</b>	<b>0.276</b>	<b>13.765</b>	<b>75</b>	<b>88.884</b>	<b>90</b>	

**Table (18) shows the results of the scout leaders in the central and southern regions, which numbered (190) out of 198, as the arithmetic mean of the spiritual leadership scale reached (88.884) and the standard deviation (13,765) at a (high) level.**

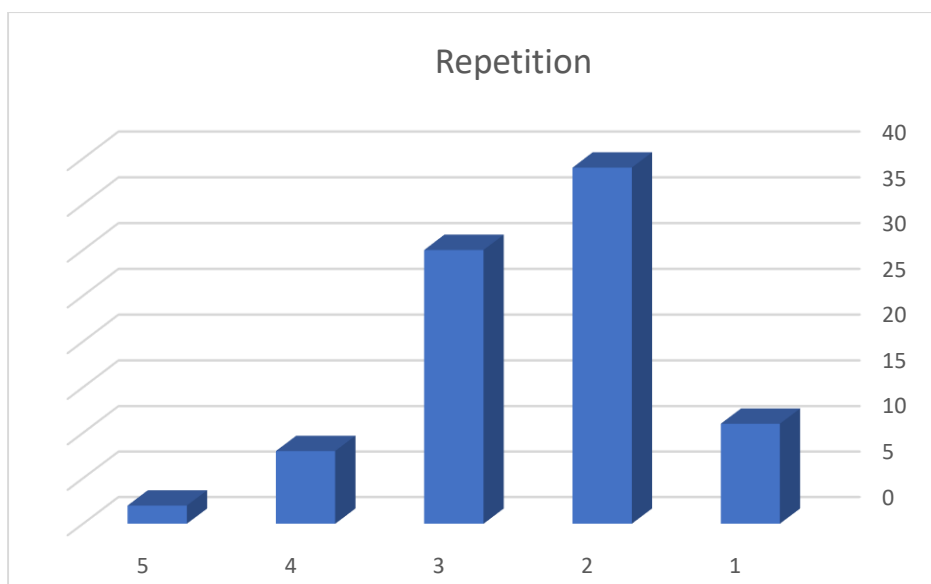
standard deviation	Arithmetic mean	Sample application	the field
5.930	19.221	<b>90</b>	Vision
3.876	17.243	<b>90</b>	Faith in Work
4.738	19.526	<b>90</b>	Altruistic love
5.342	16.356	<b>90</b>	Membership
4.763	16.538	<b>90</b>	the meaning

Table (19) shows the arithmetic means, standard deviations, and hypothesized means for each area of the spiritual leadership scale. The arithmetic mean for the field of vision reached (19.221) and the standard deviation (5.930), while the arithmetic mean for the field of belief in work reached (17.243) and the standard deviation (3.876). As for... For the domain of altruism, the arithmetic mean reached (19.526) with a standard deviation of (4.738), while the arithmetic mean for the domain of membership reached (16.356) with a standard deviation of (5.342), while the arithmetic mean of the domain of meaning reached (16.538) with a standard deviation of (4.763) with an error level of (0.00) for all fields and with statistical (significant) significance.

**Table (20) shows the standard and raw scores, levels, frequency, and percentage of the positive spiritual leadership application sample.**

percentage %	Repetition	Raw grade	Standard grade	Levels
12.22%	<b>11</b>	<b>105-125</b>	<b>68-80</b>	Very high
43.33%	<b>39</b>	<b>85-104</b>	<b>56-68</b>	high
33.33%	<b>30</b>	<b>65-84</b>	<b>44-56</b>	middle
8.88%	<b>8</b>	<b>46-64</b>	<b>32-44</b>	low
2.22%	<b>2</b>	<b>25-45</b>	<b>20-32</b>	very low

Table (20) shows the standard and raw scores, levels, frequencies, and percentages of the application sample for the spiritual leadership scale in the southern region, whose number reached a very high level (11) employees, i.e. (12.22%), and a very high level of (39) leaders, i.e. (a percentage of (12.22%). 43.33%), high level (30) leaders, i.e. (33.33%), medium level (8) leaders, i.e. (8.88%), low level (2) leaders, i.e. (2.22%), as shown in the figure ( ), which shows the chart. Frequency of levels of spiritual leadership scale



The researcher attributes that the research sample obtained a level of (very high and high), which is a positive result because the directors of the youth and sports directorates have a leadership behavior that has a direct impact on the workers by virtue of the skills they possess, which makes them innovate in their fields and achieve the goals of the group, and this is what was confirmed by (Maher Al-Tamimi 2015). (The leader) is the person who can create positive situations and units at work for the working individuals on the one hand, and his ability to develop mental and interactive skills in solving problems through the power of spiritual attraction that he possesses on the other hand, and he possesses all the ABCs of spiritual leadership. In terms of charisma, he has a personality that helps him encourage the workers in order to achieve the goals of the directorate,



and this is what was confirmed by (Al-Sirafi 2010) as one of the characteristics of a spiritual leader is that he possesses personal charisma that enables him to have a personal (positive) influence on the workers and achieve his goals through them with satisfaction and kindness. He took risks that lead to achieving the organization's goals, and he has a style that distinguishes him from other managers, as he possesses the abilities, skills, and experience that are characterized by humility and good manners, which enable him to influence employees in a positive way, help in releasing new ideas, encouraging the largest number of them, and developing their abilities and skills to solve problems. Which faces the directorate by virtue of experience, flexibility, dynamism, and future vision. He forms relationships with social aspects between himself and the workers, which helps the worker gain confidence in management and bear part of the administrative work.

As for the level of (high), which is the most frequent percentage among the levels in the main research sample, the researcher attributes this to the disparity in the characteristics and characteristics of the spiritual leader, as he tends to use some of those characteristics and qualities rather than others for many reasons. Either these reasons are due to the manager himself and this matter. It is controlled by the manager's personality in terms of capabilities (mental, psychological, cultural) or by subordinates who force the manager to use a specific style that adapts to their capabilities, which leads to many problems at times, and this, for its part, negatively affects the administrative process within the institution. It is possible We see a charismatic manager (interactive, leadership personality) within the organization who manages the work to the fullest extent, except that he relies on some workers close to him to perform and complete most of all administrative work, and marginalizes a portion of the workers, which leads to a loss of confidence among the marginalized workers in the manager, and this drives them to become restless with the job .

As for the levels (medium and low), the researcher believes that this is because managers do not possess the qualities and characteristics of spiritual leadership, as it can be said that the manager has an authoritarian (dictatorial) personality who does not allow others to participate in decision-making, does not listen to their opinions and suggestions, is rigid in his opinion, or does not distinguish between employees. He is very weak in facing challenges, especially urgent ones, as he does not have any plans to confront them, which leads to obstruction and disruption in the institution. Likewise, he does not tend to encourage workers to do their best in administrative work by not giving rewards or books. Thanks and bonuses. Success at work is always attributed to him only or to a few employees close to him, without appreciating the work of others who did what they could to achieve that success, which leads to a loss of trust between the workers and management, and this, on its part, leads to the collapse of the institution and its entry into administrative cycles that affect the quality of work.

### **The sources can be divided according to their source into two parts**

First, it involves the personality of workers from a personal perspective. Workers combine personality factors such as culture, society, and economic condition, and there are differences in individual psychological and social attitudes, criticism, supervision, and incentives. There are significant differences in cultural levels, which is reflected in their reactions to the work environment. The way management deals with them and the consistency and stability that the worker enjoys at work will have a positive impact on him and the entire organization. Employees with stable jobs are influenced by the team model and are imbued with the organization's culture, which is often contradictory. Mobile employees are different, they always seek to adapt and adapt to new work behaviors that are accepted and rejected by the group, so it may be difficult for him to integrate into this new society in a short time, but it will take a long time, and it is a waste of time and energy.

Secondly, human resources management for institutions and institutions is still unable to meet all of the organization's needs for human resources in terms of quantity, specifications, and time, and there is no good future planning and preparation to meet the organization's future needs for human resources. Human resources, the presence of vacant positions that the organization needs from a scientific and productive standpoint, and the absence of additional labor beyond the job requirements, which reduces work within the organization to a limited number of workers, and the human resources department's ability to communicate, communicate and continuously interact in the labor market, in addition to capabilities and flexibility. The constantly changing and updated human resources required to accommodate new jobs, as well as the technical specifications required in them, to accommodate and provide the workforce with new training program resources, the ability to keep pace with new technological updates in the professional field of work in the organization, the safety of the internal work environment, the spread of the spirit of love, cooperation and integration between Employees (spirit of cooperation). A successful work team), and the high sense of belonging and readiness among employees towards the organization and the spirit of doing their best. Continue to give and face challenges and increase the level of employees' affiliation to the organization and their willingness to make continuous efforts and give and face the challenges facing the organization.

By placing strategies for administrative development and comprehensive reform, and the task of achieving job stability within institutions at the forefront of its concerns, it made it a goal. For his ability to face fluctuations that require flexibility, communication and openness; To contain everything new in its field of specialization, absorb the variables of the surrounding environment, the behavior of competitors, and accept continuous waves of innovations and unexpected circumstances of challenges. Job stability means having enough employees; To ensure that the organization's work progresses steadily and safely; What requires good planning of human resources; Controlling and organizing the functional budget; By determining the job courses required in each department, the actual reality of the jobs, and the number of vacant or additional positions that are redundant; This is in coordination with the directors of the various departments to study the possibility of conducting an internal job exchange, in light of which the final decision will be determined whether to request the appointment of new employees, stop the hiring process, or lay off some.

Entrepreneurs should not forget that the process of adjusting the functional budget includes determining the organization's needs for human resources later. By estimating the number and type of specializations that you expect for development plans and the introduction of new systems and equipment within the framework of future replacement and modernization, or for trends in promotion and circumstances of retirement, or to meet the requirements of doubling production, diversifying activity, the requirements of expansion and spread, and opening new markets. Job stability for employees represents the refinement of their skills and the intensification of their experience. The longer the years of work and the employees remain stable in their positions, the more experience they have, and the level of their performance and psychological readiness to accept education and positive interaction with the training and qualification programs offered by the institution, as well as deepening their sense of belonging to the institution and ensuring its success and development. Professional and personal relationships between them.

Continuing in the work environment for years reveals what may emerge in terms of a link between manifestations of poor performance and individuals' motivations to participate in work. This is because the nature of the work is not compatible with the inclinations, talents and abilities of the employees, or weak incentives, or the method of managing work within a department may not inspire trust, or the presence of unfair competition and the control of job pressure groups to achieve special interests, or weak understanding between individuals due to differences in values from the environments. from which they came. All of these are important considerations that

cannot be recognized until after a sufficient period of job stability has passed for administrative officials, during which their vision becomes clear and the reasons for poor performance are identified.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

In light of the results obtained by the researcher as a result of applying the two research tools to the main sample in the current study, he reached the following conclusions:

- 1- The scale that the researcher designed has the ability to measure the spiritual leadership of Scout leaders from the point of view of Scout leaders in the central and southern regions.
- 2-The results of the study showed that there is an average level of spiritual leadership among Scout leaders from the point of view of Scout leaders in the central and southern regions.
- 3- Spiritual leadership has a very major role in changing the level of performance for the better, due to the strength of the psychological comfort enjoyed by leaders and the ralliance of subordinates around it to implement its vision for the organization.
- 4- Spiritual leadership, with its approved dimensions, can contribute to achieving pioneering performance and achieving organizational efficiency and effectiveness of the scout camp.
- 5- Participating in work inside the camp gives the leader backgrounds and experiences that he can benefit from by confronting the challenges he faces and creates a prominent personality in him with the ability to solve the problems he faces in the future.

### Recommendations

- 1- Paying attention to the process of spiritual leadership in all aspects, as it has a positive impact on the work atmosphere and stability of workers in institutions.
- 2- Adopting the spiritual leadership scale as tools to identify the levels of spiritual leadership in youth and sports directorates in order to identify the problems and difficulties they face in order to avoid them in order to achieve their desired goals.
- 3- The need for leadership at various levels to pay attention to the process of subordinates' performance on a regular and ongoing basis to avoid mistakes among employees and to involve them in new work courses or workshops that serve the organization's service.
- 4- - Strengthening the administrative aspect of work and paying attention to it in order to make the work successful and develop performance by encouraging the values and principles of sincerity in work, altruism, and helping others, which will strengthen the bonds of connection between the leader and his subordinates, achieve the leader's spiritual leadership, create high-performance charisma, and encourage subordinates to work dedicatedly in order to achieve Objectives.
- 5- Paying attention to participating in the decision (consultative work) to enhance the power of attracting subordinates to spiritual leadership by focusing on empowering qualified subordinates with experience and ability and providing them with all the reasons for success through support, support and motivation.

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