

# The Relationship of Conversational Leadership in the Development of Job Performance Among Technical Sports Supervisors in Central and Southern Iraq

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## Summary

The study aimed to construct two measures of deliberative leadership and functional performance, as well as to identify the relationship between deliberative leadership and job performance among the technical sports supervisors in the central and southern regions. The researcher used the descriptive approach using the field survey method. The research sample consisted of the sports technical supervisors in the central and southern regions for the year (2022) and their number was (200). The research sample was divided into a construction sample of (120) and an application sample of (60). To collect data. As for the construction procedures, they are (determining the areas of the scale, determining the style of drafting the paragraphs, drafting the paragraphs of each field in the initial form, as well as adopting the scientific steps and procedures in building the scale, which include the validity of the content and the apparent validity of the scale and the validity of the construction represented by the statistical analysis of the paragraphs by the methods of the two extreme groups and internal consistency. The statistical methods used to analyze the data using the statistical bag (spss) to produce the percentage, the arithmetic mean, the standard deviation, and the simple correlation coefficient, t.test for independent samples, and the most important conclusions and recommendations of the study were the existence of a statistically significant relationship for all dimensions of leadership dialogue on job performance, As for the recommendations, the importance of choosing the study model and its variables in other Iraqi organizations (other than the departments of Alan Sports and school activities) such as banks, industrial organizations, communication companies, and others.

**Keywords:** conversational leadership; technical sports; southern Iraq

## 1. Introduction

### Introduction and the importance of research

Leadership has become an inevitable necessity in dissolving organizations of any kind or nature, whether political, economic, social or military. It is the doctor who treats the problems of the institution, whether in the normal situation or in the case of crises, and the basic and main means for the success of the institution on the internal and structural levels and on the external level, so its success. The institution succeeds and its corruption spoils the institution. Leadership is a social phenomenon found in every social situation as it confirms the activity of individuals and different groups. members and maintain their cohesion on the other hand. (Hamid Abd al-Salam 1984: p. 301), and the importance of leadership is determined by the fact that it works to unite and harmonize individuals, to achieve a bond between different opinions and bring points of view closer, as well as its importance in helping the group and directing it towards achieving its goals, not to mention its importance in representing the group, and working wisely to confront internal events And external to ensure the progress and advancement of

the group. (Maher Al-Qaisi 1987: p. 37), institutions face many challenges that, if they do not struggle to overcome them, make them unable to achieve work. One of the important factors in organizational success, so institutions make many of their goals, and consider the effort in thinking to evaluate their employees in order to raise their performance. The subject of job performance is the focus of academic studies, where it has been viewed as a process that is part of the basic processes in human resource management, such as planning for human resources, selection and appointment, determining salaries and wages, training and other processes. (Abu Nasr 2008: p. 32), and performance is a basic concept for For organizations, it represents the common denominator of the interest of management scholars, as well as being the most important dimension for various organizations around which the existence of the organization revolves or not (Al-Shawi 2010: p. 33). As the concept of dialogue leadership is one of the administrative trends that modern organizations seek to benefit from due to its positive effects, including that dialogue leadership leads to the devotion of workers to the principles of respect, listening, familiarity and interaction in the interest of the organization, which is reflected in the organization in the form of an increase in the return on assets organization, increasing the organization's

earnings from employees, increasing sales growth and other positive effects such as lower rates of employee absenteeism, thus improving job performance as a whole (Xu, J & Thomas, H. (2011): p399-416). In fact, the study attempts to direct the attention of researchers to a subject of great importance with positive effects on workers, first and then on the organization, as indicated by many previous studies, including the study of (Al-Abedi 2012: p. 147-174) and the study of (Robertson and Cooper (2010), and the study of (Seligman (2011) Likewise, the study of job performance enables the organization to identify the work that has been implemented and compare it with what must be implemented, in addition to obtaining feedback that enables understanding the behavior of the individual based on the implementation of tasks (Abdul Karim (2012: p. 44). (In line with the findings of previous studies regarding the positive relationship between the two variables, the importance of the current study lies in verifying the nature of this relationship in the work environment.

### Research problem

Leadership plays an important role in the development of job performance positively and peacefully. This is through the joint efforts made between the leader and the employee in establishing a proper ethical climate characterized by justice, integrity, perfection, self-monitoring and teamwork, which contributes to enhancing job performance among employees. It is expected that the current study will contribute to Increasing knowledge related to the subject of this study, and through the results that shed light on the relationship of conversational leadership with job performance, and the importance of this scientific study appears in that it is one of the few studies - within the limits of the researcher's knowledge - that dealt with conversational leadership and its relationship to job performance, and many studies indicated that That job performance is affected by leadership styles, such as (the study of Huwajji (2008), and many studies have concluded that there is a correlation between the leadership style and the level of job performance, such as the study of: Al-Sharif (2004), Salem (2015), and it is noted that the scarcity of Arab and foreign studies that dealt with The relationship between conversational leadership and job performance, so the current study seeks to identify the relationship between conversational leadership and job performance from the point of view of For supervisors of sports technicians, as some questions can be formulated to indicate the research problem, and the researcher hopes that when he reaches the results of the study, his study may have answered some of the following questions:

1. Do the sports technical supervisors in the sports and school activity departments have the required level of dialogue leadership?
2. Do we need a comprehensive review of the job performance of sports technical supervisors in the

sports and school activity departments?

### Research objectives

#### The research aims to

1. Constructing the two measures of interlocutory leadership and functional performance in the departments of sports and school activity from the point of view of technical supervisors.
2. Knowing the level of interlocutory leadership and job performance in the sports and school activity departments from the point of view of sports technical supervisors.
3. Knowing the extent of the relationship between the interlocutory leadership and the functional performance of the sports and school activity departments in central and southern Iraq.

### Research fields

#### The human field

Sports technical supervisors in the sports and school activity departments in southern Iraq.

#### Temporal domain

From 10/1/2022 to 1/3/2022

#### Spatial Domain

Departments of sports and school activity in southern Iraq.

## 2. Research Methodology and Field Procedures

### Research Methodology:

The researcher relied on the descriptive approach because this approach aims to collect sufficient and accurate data and information for the subject of the study. This data and information is collected according to this approach through personal interviews or through a questionnaire form or any other means of communication, and after that the analysis is done of what has been collected from this data in objective ways. For the purpose of accessing the factors affecting the phenomenon under study.

#### The research community and its sample

The researcher identified the research community with supervisors of sports technicians in the sports and school activity departments of the governorates of central and southern Iraq for the year (2022), as the research sample consisted of (200) supervisors representing eleven governorates in central and southern Iraq, and the sample of building the two scales included (120) supervisors from among the technicians' supervisors Where they reached (41.09%) of the research sample. The application sample included (60) physical education supervisors, with a percentage of (30%), and the sample of the exploratory experiment included (20) physical education supervisors, with a percentage of (6.84%).

## 3. Devices, Means and Tools Used in the Researc

## Means of collecting information

The researcher needs different data to complete his research, and he must choose the appropriate tools for data collection, whether secondary or primary, noting that there are many data collection tools that the researcher can choose what suits his research (Fayez Jumaa et al. 2010: p. 75),

The researcher used the following references

1. Arabic and foreign sources and references.
2. Previous studies and research.
3. The International Information Network (the Internet.)
4. The questionnaire.
5. The interview.

## The devices and tools used

1. Dell computer, number 1.
2. Kenko calculator, 1 number.
3. Tools (office and stationery).
4. Pencils.

## Methods used in the research

1. Statistical means.
2. Electronic and manual calculator software.
3. The Internet
4. Tests and measurement

## Main research procedures

### Procedures for building the dialogue leadership scale

Measurement design procedures are defined as "a set of basic steps that can be followed when constructing a test or measure and how to link measurement units to measure the overall aspects of skills, trait, or rated characteristic, (Mohamed Hassan and Mohamed Nasreddin 2002: p. 319). In accordance with the scientific foundations from

which the subject of the research was launched, relying on the literature and references related to the subject, as well as the sources of the Department of Sports and School Activity in central and southern Iraq.

### The purpose of constructing the two measures of deliberative leadership and functional performance

"The early need to determine the purpose of the test when it is decided to build it stems from the hypothesis that the form of the test and some of its characteristics differ according to the purpose of that test" (Al-Samadai and Al-Darabie 2004: p. Sports technicians in sports and school activity, and then prepare two scales that are comprehensive and accurate in measuring interlocutory leadership and job performance.

### Determine the areas of the two scales

The researcher designed the two scales of conversational leadership and functional performance, as the dialogue leadership scale reveals (8) different domains (listening, respect, expression, inclusion, commentary, intentionality, interaction, familiarity), and the functional performance scale reveals (3) different domains (altruism, awareness and conscientiousness, performing tasks) and for the purpose of building measures of leadership, dialogue and job performance from the point of view of sports technical supervisors in central and southern Iraq, the researcher presented the two measures to a group of experts and specialists in the field of sports management, testing and measurement, whose number is (15) experts for the purpose of expressing their opinion On the validity of the scale in leadership, negotiation and job performance from the point of view of sports technical supervisors in central and southern Iraq.

**Schedule (1) It shows the percentage and chi-square value of the measures of negotiation and functional performance**

	serialization	domains	number of experts	fit	does not fit	Kai square	sig	indication
Conversational leadership Scale	1	listen	15	14	1	11.267	0.001	morally
	2	respect	15	15	0	15	0.000	morally
	3	expressiveness	15	13	2	8.067	0.005	morally
	4	integration	15	15	0	15	0.000	morally
	5	comment	15	15	0	15	0.000	morally
	6	intentionality	15	14	1	11.267	0.001	morally
	7	The interactive	15	14	1	11.267	0.001	morally
	8	affinity	15	13	2	8.067	0.005	morally
Functionality Scale	1	altruism	15	14	1	11.267	0.001	morally
	2	consciousness and conscience	15	13	2	8.067	0.005	morally
	3	perform tasks	15	13	2	8.067	0.005	morally
Significant at the level of significance (0,005)								

### Preparing the initial version of the paragraphs of the scale on the arbitrators

The process of preparing scale items is one of the most important steps, as the process of preparing scale items requires the availability of certain

conditions for the scale and test designer, namely Mastery of specialized scientific material related to the subjects to be measured. Linguistic fluency and ease of expression in simple language. Knowing the different ways of writing vocabulary so that he can

choose what suits the purpose of the test. To have the ability to imagine and create situations through which the ability or trait to be measured can be measured. (Mamdouh Abdel Moneim and Issa Abdullah 1995: p. 140)

### Discriminatory Ability

The detection of the discriminatory power takes place by knowing the total score of the respondents of the sample under study, then the questionnaires are arranged in descending order. individuals with the lowest grades" (Al-Samadai and Al-Darabea 2003: p. 155), and thus the researcher formed two groups, high and low, each of which consisted of (27) members.

1. The arithmetic mean of the wheeled driving scale ranged from (4,700) to (1,200.)
2. Some paragraphs were excluded because a high discrimination coefficient did not appear, leaving the number of paragraphs (56) paragraphs.

### internal consistency coefficient

This method shows us the extent of the homogeneity of the paragraphs, as there may be repeated paragraphs, but they measure different dimensions, so the internal consistency coefficient is used to achieve this purpose, and many studies justified the use of this method because it has many advantages, which are:

1. It provides us with a homogeneous scale in its paragraphs.
2. The discriminatory power of the paragraph is similar to the discriminatory power of the scale.
3. The ability to highlight the interdependence between the paragraphs of the scale. (Bassem Nuzhat and Tariq Hamid 1987: p. 96)

The researcher used the correlation coefficient (Pearson) between the scores of the sample members on each paragraph and their scores on the scale as a whole by means of the statistical bag (spss). After completing the statistical analysis, it became clear that all the paragraphs are consistent.

### internal consistency method (stability coefficient)

The researcher calculated the stability coefficient using the Wackeronbach method for the scale of the interviewing leadership and job performance for all members of the building sample of (200) sports technical supervisors in the sports and school activity

departments using the statistical bag (spss).

### Experimental Experiment of Items for Dialogue Leadership and Functional Performance Measures

The exploratory experiment is considered "the process of training the researcher to identify the negatives and positives that he encounters during the tests to avoid them in the future" (Al-Mandalawi 1989: p. 156). From (20) sports technician supervisors from the governorates of Maysan and Basra on 1-6/1/2022 for the purpose of creating the reasons for success when applying the main scale to the research sample.

### The final application of the scale

After completing all the requirements for building the scale and it became ready in its final form for application, as the scale of negotiation leadership and functional performance consisted of (56) items distributed over (8) areas of deliberative leadership and (3) areas of functional performance, and the researcher applied the two scales in their final form on the application sample The number of (60) sports technical supervisors in the sports and school activity departments for the period from (1/15/2022) to (1/4/2022) was delivered manually and after analyzing the responses of the research sample, the data was collected in a special form, as each person in the sample had degree of its own.

### Statistical means

The researcher adopted the spss statistical bag and used the following statistical methods :

1. Arithmetic mean.
2. T-test for independent samples.
3. Wackeronbach coefficient.
4. Standard deviation.
5. Simple Correlation Coefficient (Pearson).
6. Torsion modulus.
7. Chi square.
8. Correlation Equation (Sirman-Brown).
9. Hypothetical mean. 10. Standard error.

### 1. Presentation, Analysis and Discussion of the Results

#### Presenting, analyzing and discussing the levels of the Deliberative Leadership Scale

schedule(3). It shows the statistical indicators of the dexterous leadership scale and the functional performance scale of the study sample

the scale	Arithmetic mean	Application sample	standard deviation	hypothetical mean	torsion modulus	standard error	the level
Conversational leadership	200.64	60	54.628	186	0.376	0.267	middle

The results presented in Table (13) included the study sample in the negotiation driving scale designed by the researcher. The arithmetic mean (200.64) and the standard deviation (54.628), which is higher than the hypothetical mean (186), and the torsion coefficient was achieved (0.376), and this

indicates a moderate distribution The sample is on the normal distribution curve, which occurred between  $\pm 3$ , and here the sample distribution is normal, as whenever the value of the torsion coefficient is confined between  $\pm 3$ , the sample is homogeneous. (Wadih al-Tikriti and Muhammad al-



Ubaidi 1999: p. 178)

**Schedule (4) It shows the standard levels of the negotiating driving scale**

levels	Standard score	Raw degree	Repetition	percentage
very good	80-68	310-261	11	33,18%
good	68-56	260-211	18	30%
middle	56-44	210-162	23	38.33 %
acceptable	44-32	161-112	8	33,13%
weak	32-20	111-62	0	0%

Table (4) shows that the sample was distributed on several levels in the dexterous leadership scale, which shows that the number of study sample individuals who reached a very good level was (11) and their percentage was (33.18%). As for those who reached a good level, their number was (18) Their percentage was (30%). As for those who reached an average level, their number was (23), and their percentage was (38.33). As for those who reached an acceptable level, their number was (8), and their percentage was (33.13%). As for those who reached a weak level, their number was (0), and their percentage was (0%).

The results of the study revealed that there is a high level in a very good and good level. In this result, the researcher attributes that negotiation leadership is a complete set of abilities that the leader possesses and contributes to influencing a specific group of people in order to achieve certain goals. Today, a leader can be described as a person who creates synergy by combining different forces and diverse

information, who directs individuals towards common goals, and who creates a bridge of intimacy and harmony between individuals. The leader today is the principled one who owns the ethical rules and he is the one who can create change and has communication skills through dialogue with technical and sports supervisors and believes in the spirit of the group. As Saran asserts, it is not possible to adapt to the process of change in light of the old classic leadership behaviors. The process of intense change due to emerging technology, changing environmental conditions, and social, cultural, and economic transformations imposes the need for a new leadership concept and the emergence of leadership roles and behaviors that can respond to the needs of the twenty-first century. Among these new behaviors is the behavior of the negotiating leadership, which has become one of the necessities of the successful leader. (Saran2016: p175)

### Presentation, analysis and discussion of job performance scale levels

**Table (5) It shows the statistical indicators of the job performance measure of the study sample**

Arithmetic mean	standard deviation	hypothetical mean	the sample	skewness	standard error	the leve
75.84	29.629	78	60	0.286	0.453	middle

The results presented in Table (5) included the study sample in the functional performance measure designed by the researcher, the arithmetic mean (75.84) and the standard deviation (29.629), which is higher than the hypothetical mean (78), and the torsion coefficient was achieved (0.286), and this indicates a moderate distribution The sample is on

the normal distribution curve, which occurred between  $\pm 3$ , and here the sample distribution is normal, as whenever the value of the torsion coefficient is confined between  $\pm 3$ , the sample is homogeneous (Wadih al-Tikriti and Muhammad al-Obaidi 1999: p. 178)

**Table (6). Shows the standard levels of job performance measure**

levels	Standard score	Raw degree	Repetition	percentage
very good	80-68	130-110	9	15%
good	68-56	109-89	20	33.33%
middle	56-44	88-68	25	41.66 %
acceptable	44-32	67-47	6	10%
weak	32-20	46-26	0	0%

Table (6) shows that the sample was distributed on several levels in the job performance measure, which shows that the number of study sample individuals who reached a very good level was (9) and their percentage was (15%), while those who reached a good level were (20). Their percentage was (33.33%). As for those who reached an average level, their number was (25), and their percentage was (41.66). As for those who reached an acceptable level, their number was (6), and their percentage was (10%). As

for those who reached a weak level, their number was (0), and their percentage was (0%).

The researcher attributes that job performance means that the employee directs all his altruistic energies, awareness and conscience, performing tasks towards the implementation of his work tasks, and the employee is not in a state of good job performance unless he has a high degree of readiness for work supported by physical capabilities and self-efficacy in light of avoiding the negative

impact This is the case if the employee feels safe in terms of the relationship of mutual trust between him and co-workers, and if it is consistent with the prevailing habits in the organization, in addition to his feeling of the value of the work he performs, which appears through the tasks he has accomplished, and the extent to which his personal values and goals are consistent with the values of And the objectives of the organization, and (p17-32: Befort & Hattrup, 2003) stresses that the performance of tasks is the functional behaviors associated with the main activities in the organization such as the formation of familiarity and respect within the organization and the provision of services, the activities and management of subordinates and the delivery of services, and the researcher agrees with (Reilly & Aronson) that The performance of tasks directly or indirectly affects the essence of the organization's work, that is, the methods used by the

organization in producing goods and services, and the performance of tasks is related to knowledge, experience, skills, and capabilities. The employee possesses the conscience, and the performance is represented by the self-initiative emanating from the employee's conscience - which dictates that he practice some volunteering and show the extent of commitment and interest in the interest of the organization. Examples of this performance include the employee's exertion of additional effort in the interest of the organization and carrying out actions that help in achieving organizational goals, even if they are These actions are not among the job duties of the employee - to develop the knowledge and skills of himself and others by taking advantage of the opportunities available inside and outside the organization by exploiting free time and personal resources, (Reilly & Aronson 2012:p56)

**Schedule(7) It shows the amount of correlation between the deliberative leadership measure and the job performance measure of the study sample**

sequencing	the scale	s	a	r	sig	function
1	Conversational leadership	200.64	54.628	0,846	0,00	moral
2	Functionality	75.84	29.629			

\* Significant at significance level > (0,05)

Through the results above, the researcher finds that there is a positive correlation with statistical significance between the interlocutory leadership and the job performance of the sports technical supervisors working in the sports and school activity departments in central and southern Iraq. Adopting conversational behaviors in their overall daily dealings in terms of listening to the voice of sports technical supervisors, paying attention to their opinions and suggestions, respecting their personalities and taking their opinions into consideration. To enhance the level of job performance of the study sample at work. The leaders in the sports and school activity departments listen to the sports technicians supervisors of the study sample in terms of hearing and listening to their opinions and suggestions regarding solving problems that they face at work and regarding the development of work procedures and service provision and taking care of their own affairs that would increase Their good citizenship towards the institution in which they work, and this relationship can be explained by the respectful behaviors followed by the leaders in the sports and school activity departments towards the technical supervisors of the study sample, and caring for their personal problems, caring for their own interests, and collecting their entitlements would enhance their sense of interest, value and respect, and this improves the level of Their job performance and their loyalty to the job they practice. And the belief of the leaders of the sports and school activity departments that the supervisors of the sports technicians, the study sample, have the ability to generate new ideas that may be absent from the leaders. The process of

work behavior and attitudes would deepen the interest of the sports technician supervisors, the study sample, in connection with work and improve their level of suitability for the job that they do, and the interlocutory leadership occupies an important place in organizing professional relations as one of the basic pillars for developing and improving working conditions and establishing social peace in various production units. Dialogue helped spread the concepts of democracy, equality and human rights in developing the concept of dialogue leadership. (Majdi Abdullah Sharara 2016: p. 11)

## 4. Conclusions and recommendations

### conclusions

1. In the light of the results reached by the researcher, a number of the following conclusions were reached:
2. The two measures of interlocutory leadership and job performance are suitable for measuring leaders in the sports and school activity departments in central and southern Iraq from the point of view of sports technical supervisors.
3. The leaders of the sports and school activity departments in central and southern Iraq have a high level in each of the fields (respect, listening, expression, commenting, familiarity, interaction, intentionality, and integration).

### Recommendations;

1. The necessity of analyzing negative behaviors and finding out the reasons for the corruption of interlocutory leadership in order to avoid them

in a world tainted by tension, turmoil and deprivation.

2. The need to train new leaders by setting up meetings and direct meetings to train each leader and help him join the organization so that they can advance faster because this is what will enable them to transfer success to others later the reviewer

## The reviewer

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