The sustainable leadership of the directors of youth and sports directorates in Iraq from the point of view of the sports division's cadres

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Received Date (20/02/2022) **Accepted Date (06/03/2022)**
DOI: (10.33899/rjss.2024.133079.104017)

ABSTRACT

Abstract: The search aims to:

-Preparing a questionnaire for sustainable leadership among directors of youth and sports directorates in Iraq.

-Identifying the level of practice of the directors of youth and sports directorates in Iraq for sustainable leadership from the viewpoint of the sports division's cadres.

The researchers used the descriptive approach in its survey method, and the research community included (192) employees of the sports division's cadres affiliated to the youth and sports directorates, which numbered (17) directorates distributed over (15) governorates, The exploratory sample, preparation, and application were randomly selected with (8, 101, 66) employees, respectively, To collect information, a sustainable leadership questionnaire was prepared, which included the dimensions (sustainability of human resources, sustainability of material and financial resources, sustainability of learning, sustainability of diversity, and sustainability of the relationship with the external environment), The researchers applied it after the availability of scientific conditions in it, and the data were processed statistically using the arithmetic mean, percentage, simple correlation coefficient, and Cronbach's alpha coefficient. The researchers drew several conclusions, including:

-The effectiveness of the sustainable leadership questionnaire for directors of youth and sports directorates in Iraq was verified from the viewpoint of its sports division's cadres, after reaching its preparation according to scientific procedures.

-The directors of the Youth and Sports Directorates in Iraq have an average level of sustainable leadership from the point of view of their sports division's cadres.

Keywords : sustainable leadership, youth and sports directorates, sports division's cadres.

القيادة المستدامة لدى مديري مديريات الشباب والرياضة في العراق من وجهة نظر ملاكات شعبها الرياضية

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تاريخ تسليم البحث (٢٠٢٢/٢/٢٠) **تاريخ قبول النشر (٢٠٢٢/٣/٦)**
DOI: (10.33899/rjss.2024.133079.104017)

الملخص

هدف البحث الى:

- إعداد استبيان للقيادة المستدامة لدى مديري مديريات الشباب والرياضة في العراق.
- التعرف على مستوى ممارسة مديري مديريات الشباب والرياضة في العراق للقيادة المستدامة من وجهة نظر ملاكات الشعب الرياضية فيها.

استخدم الباحثان المنهج الوصفي بطريقته المسحية، وقد شمل مجتمع البحث (١٩٢) موظفاً من ملاكات الشعب الرياضية التابعة لمديريات الشباب والرياضة، والبالغ عددها (١٧) مديرية موزعة على (١٥) محافظة ، تم اختيار عينة الدراسة الاستطلاعية وعينة الإعداد وعينة التطبيق بطريقة عشوائية وبواقع (٨، ١٠١، ٦٦) موظفاً على التوالي، وبهدف جمع المعلومات تمَّ إعداد استبيان للقيادة المستدامة والذي تضمن أبعاد (استدامة الموارد البشرية، واستدامة الموارد المادية والمالية، واستدامة التعلّم، واستدامة التنوع، واستدامة العلاقة مع البيئة الخارجية)، وقام الباحثان بتطبيقه بعد توافر الشروط العلمية فيه، وتمّت معالجة البيانات إحصائياً باستخدام الوسط الحسابي، والنسبة المئوية، ومعامل الارتباط البسيط، ومعامل الفاكرونباخ، وقد استنتج الباحثان عدّة استنتاجات منها:

- تمَّ التحقق من فاعلية استبيان القيادة المستدامة لدى مديري مديريات الشباب والرياضة في العراق من وجهة نظر ملاكات شعبها الرياضية بعد التوصل إلى إعداده وفق الإجراءات العلمية.
- يتمتع مديرو مديريات الشباب والرياضة في العراق بمستوى متوسط من القيادة المستدامة من وجهة نظر ملاكات شعبها الرياضية.

الكلمات المفتاحية : القيادة المستدامة، مديريات الشباب والرياضة، ملاكات الشعب الرياضية.

1- Definition of research

1-1 Introduction and importance of research

Countries strive to manage the sports movement and compete in coordinating its tracks, and providing various types of support for the implementation of its activities and programs, so it formed specialized organizations and provided them with the necessary human, financial and material resources to implement their activities and achieve the desired goals of their establishment. to lead the future. Among these organizations, the Directorates of Youth and Sports stand out in Iraq as a well-established governmental institution with a strong and effective base in activating the various aspects of recreational and competitive sports programs for youth, as it contributed to the promotion of sports progress and provided the sport of higher levels with sports energies and talents, as well as its other lofty goals of caring for youth and maintaining They have to be a qualitative strategic resource, it is certain that these outputs are achieved

through the concerted efforts of several, foremost of which is the cadres working in these directorates. The directors of youth and sports directorates emerge as professionally and ethically responsible personalities in using modern leadership patterns that provide better opportunities to think about the present and future of these directorates, and continuous improvement in the work of their division and their affiliated bodies through the application of effective moves to sustain a multi-faceted organizational development, including its inputs, resources, operations, relations and outputs, This is what is called in modern administrative sciences sustainable leadership, which is leadership that (Al-Tablawi) mentions that has self-awareness and a sense of responsibility towards the organizational environment, And it strives, through effective participation with all concerned parties, to achieve a better life for the current and future generations.
(Al-Tablawy,2019,3)

Accordingly, the importance of the research is evident in that it is one of the pioneering studies in supplying the sports administrative library with theoretical frameworks for the concept of sustainable leadership among the leaders of the sports institution, as well as its use in measuring its levels among the directors of youth and sports directorates, In order to develop its strengths, diagnose its weaknesses, and propose appropriate treatments for it to contribute to cementing the leadership tasks of its higher management, which is reflected in the effectiveness of the youth sports movement and the results achieved in it.

1-2 research problem

Sports organizations live in a reality that should work to improve and evaluate its core capabilities on which it depends in its development and make it more capable of dealing effectively with circumstances, pressures and variables to build a sustainable organization with leadership, behaviors, and resources, The senior management leadership in any organization is the vital factor and the most capable of making these changes and sustaining positive transformations, with its powers, experiences, behaviors, and values that it can adapt by adopting modern and appropriate leadership styles, Which is reflected on her position and the mental impressions formed about her in the internal and external environments, And its ability to attract more young people wishing to practice organized and purposeful sports under conscious leadership and coherent management that makes solid and effective efforts, Despite the importance of the topic of sustainable leadership and its benefits represented in preserving the resources of the sports organization, the continuity of its work, and the development of its human, material, financial and cognitive

capabilities, And strengthening its relations according to a vision that serves the reality of the sports institution and plans for its future, However, we did not find a study that dealt with sustainable leadership in the sports field in general and in the youth sports directorates in Iraq specifically, according to the researchers' knowledge, Which led to ambiguity about the level of application of the directors of youth and sports directorates of the sustainable leadership style in these directorates. Therefore, the research problem is focused on the following question:

- What is the level of practice of the directors of youth and sports directorates of the sustainable leadership style? Is there a focus on dimensions without others?

1-3 Research Objectives: The research aims to:

1- Preparing a questionnaire for sustainable leadership among directors of youth and sports directorates in Iraq.

2- Identifying the level of practice of the directors of youth and sports directorates in Iraq for sustainable leadership from the viewpoint of the sports division's cadres in them.

1-4 Research Areas

1-4-1 The human field: the cadres working in the sports divisions of the Directorates of Youth and Sports in Iraq.

1-4-2 The spatial domain: the headquarters of the Directorates of Youth and Sports in the governorates of Iraq.

1-4-3 Time range: 7/13/2021 until 10/2/2022.

1-5 search terms

1-5-1 **Sustainable leadership:** It is the leadership that believes in the responsibility and the effective participation of the various influential forces in preserving human, material, and natural resources, not depleting them without justification, staying away from harmful practices for both organizations and society, and paying attention to organizational diversity that strengthens and enhances the convergence and mixing of good ideas and successful practices. (Hargreaves& Fink,2006,2)

1-5-2 **Director of the Directorate of Youth and Sports:** The researchers defined him as a job position located at the top of the organizational structure of the Directorate of Youth and Sports, whose work is to manage and organize the work of the Directorate and to follow up on the bodies and groups attached

to it according to distinct leadership methods and behaviors that allow reaching the desired goals efficiently and effectively.

1-5-3 **Sports division cadres in the Directorates of Youth and Sports:** The researchers define them as the human resources working in the sports divisions within the organizational structure of the Directorate of Youth and Sports, and their work is focused on managing the implementation of sports tasks according to the responsibilities assigned to them within the work requirements in each of the sports divisions Which is represented in (Physical Education Division, Sports Club Division, Popular Team Division, People with Special Needs Division, Women's Division).

2- previous studies

1-2 **study (Ishtiwi,2017) entitled ((The degree of the practice of the directors of education in the governorates of Gaza of the pattern of sustainable leadership and ways to develop it))**

The study aimed to identify the degree to which education directors in Gaza governorates practice the sustainable leadership style and ways to develop it. To achieve the study objectives, the researchers used the descriptive-analytical approach. The number of study members was (122) deputy director and head of department in the education directorates, and he designed a questionnaire for sustainable leadership consisting of (84) paragraphs distributed over (5) areas. Its dimensions were (sustainability of learning and success, sustainability of others' leadership, social justice, rationalization of human and material resources, active integration with the environment, and environmental diversity). The data were statistically processed through the mean, standard deviation, percentage, simple correlation, the researcher concluded that the degree of practice by the directors of education in the Gaza governorates of the sustainable leadership style from the point of view of the deputy principals and heads of departments came to a large extent.

3- Search Procedures

3-1 Research Methodology: The researchers used the descriptive method in its survey method for its suitability and the nature of the research.

3-2 The research community and its sample: The research community included the directorates of youth and sports affiliated to the Ministry of Youth and Sports in Iraq, which numbered (17) directorates distributed over (15) governorates, While the research sample consisted of all the sports division's cadres affiliated to the directorates of youth and sports in Iraq, which numbered (192) individuals distributed over (17) directorates, The exploratory study

sample included (8) individuals from the sports division's cadres in these directorates who were randomly selected from among the sports division's cadres. The preparation sample also included (110) individuals representing (60%) of the sports division's cadres after excluding the pilot study sample and they were chosen randomly. The researchers were able to obtain (101) valid forms for statistical analysis, While the application sample included (74) individuals representing (40%) of the research community after excluding the pilot study sample and they were chosen randomly. The researchers obtained (66) valid forms for statistical treatment, which represent (34.37%) of the research community, and table (1) shows the research community and its sample.

Table (1)
The research community and its sample

sequence	Directorate of Youth and Sports	Number of Employees	survey sample	sample setting		Application sample	
				distributor	received	distributor	received
1	Nineveh	11	1	6	6	4	4
2	Salahaddin	7		4	4	3	3
3	Kirkuk	14	1	8	8	5	5
4	Karbala	18		11	10	٧	٦
5	Baghdad / Rusafa	15	1	8	8	6	5
6	Baghdad / Karkh	9		5	4	4	3
7	Baghdad / Sadr City	6		4	4	2	2
8	Babylon	13	1	7	6	5	4
9	Wasit	9		5	5	4	3
10	Najaf	16		10	9	6	5
11	Basra	7	1	4	4	2	2
12	Maysan	18		11	10	7	7
13	Diyala	6		4	4	2	2
14	Anbar	11	1	6	5	4	4
15	Dhi Qar	13	1	7	6	5	5
16	Diwaniyah	10	1	5	4	4	3
17	Al-Muthana	9		5	4	4	3
total summation		192	8	110	101	74	66

3-3 methodology

3-3-1 Sustainable Leadership Survey

Achieving the research objectives, and answering its questions required the preparation of a sustainable leadership questionnaire, according to scientific procedures.

3-3-1-1 Defining the dimensions of the sustainable leadership questionnaire

The researchers reviewed the literature, research, scientific studies, and sources related to sustainable leadership, which included some dimensions as shown in Table No. (2), The researchers extracted the number of repetitions and the percentage in each dimension was mentioned in the sources that were counted and under similar names and similar in content, The dimensions that obtained a recurrence rate of (50%) and above were selected, and to unify these nomenclatures, the researchers suggested a name for each dimension, as shown in Table No. (3), In which the dimension of sustainability of human resources was differentiated from the distance: sustainability of material and financial resources due to the independence of the methods of sustainability of each of them, and their recurrence varied in analyzing the content of the approved studies, as they were received by (100%, 50%) respectively, Then, the researchers presented these dimensions to a group of experts and specialists in public administration and sports management to choose the most appropriate and most appropriate for their adoption in preparing a sustainable leadership questionnaire for directors of youth and sports directorates, After obtaining the answers of the experts, most of the dimensions were approved, as the percentages of experts' agreement on them ranged between (79%-100%), while the sustainability of success was excluded because it obtained a percentage (31.57%) of the experts' agreement, as shown in the table No. (4).

Table (2)
The dimensions of sustainable leadership according to the sources mentioned

sequence	Source	Dimensions
1	(Lambert, 2012)	(Building the capacity of the work team - strategic distribution - integration - building long-term goals from short-term goals - diversity - preserving the results of the past)
2	(M. KhataJabor et a, 2012)	(Sustainable learning - success - sustainable leadership of others - social justice - development of human and material resources - environmental diversity - active participation in the environment)
3	(Harun et al,2014)	(Sustainable learning - Success - Maintaining the leadership of others - Social justice - Development of human and material resources - Environmental diversity and capacity - Active participation in the environment)
4	(Al-Rashidi&Al-Azmi,2016)	(Sustainability of learning and success -

sequence	Source	Dimensions
		Sustainability of leadership in others - Distributed leadership - Conservation of material and human resources - Organizational justice - Learning from the lessons of the past - Taking a long-term perspective)
5	(Lee, 2017)	(Diversity - organizational justice - human resource development - progress and orientation - work-life balance)
6	(Ishtiwi,2017)	(Sustainability of learning and success - Sustainability of others leadership - Social justice - Conservation of human and material resources - Active integration with the environment - Diversity)
7	(Al-Hadrawi,2019)	(Building the capabilities of the cadresing - strategic distribution - consolidation - building long-term goals from short-term goals - diversity)
8	(Peiró&José,2018)	(Sustainable learning - Human resource development - Organizational support - Focus on critical business aspects)
9	(Sezgin-Nartgün et al,2020)	(Sustainable learning - success - maintaining the leadership of others - social justice - development of human and material resources - development of diversity - active integration with the environment)
10	(Abdullah&Baqer,2020)	(Diversity - organizational justice - employee development - work-life balance)

Table (3)
The percentage of sustainable leadership dimensions according to the sources they mentioned

sequence	The name of the dimension according to the sources in which it was mentioned	Suggested name for the dimension	Repetition of the dimension in previous studies	Dimension Percentage
1	Building the capacity of the work team, developing human resources, maintaining human resources, human resources in the school, building the capacity of cadresing, developing employees	HR Sustainability	10	100%
2	Diversity, ecological diversity, ecological diversity and capacity, development of diversity	Diversity Sustainability	8	80%
3	Integration, consolidation, active participation in the environment,	Sustainability of the	6	60%

sequence	The name of the dimension according to the sources in which it was mentioned	Suggested name for the dimension	Repetition of the dimension in previous studies	Dimension Percentage
	active integration with the environment	relationship with the external environment		
4	sustainable learning, sustainable learning	learning sustainability	6	60%
5	Sustaining Leading Others, Maintaining Leading Others	Sustainability of leadership in others	5	50%
6	Develop material resources, maintain material resources, material and financial resources within the school	Sustainability of material resources	5	50%

Table (4)
The percentage of experts' agreement on the dimensions of sustainable leadership

sequence	The dimension	number of experts	validity		Percentage of validity
			agree	not agree	
1	HR Sustainability	19	19	0	100%
2	Sustainability of material and financial resources	19	16	3	84%
3	learning sustainability	19	17	2	89%
4	Sustainability of leadership in others	19	15	4	79%
5	Diversity Sustainability	19	16	3	84%
6	Sustainability of the relationship with the external environment	19	18	1	94%
7	Sustainability of success	19	6	13	31.5%

3-3-1-2 Drafting the paragraphs of the sustainable leadership questionnaire

After the researchers identified the dimensions of the required sustainable leadership questionnaire and reviewed the literature, sources, and research related to these dimensions, the researchers formulated paragraphs for each of those dimensions, the total of the questionnaire's paragraphs was (42) paragraphs by (7) paragraphs for the six dimensions, and the researchers suggested a key to the answer consisting of five alternatives: (5 - 4 - 3 - 1-2) respectively.

3-3-1-3 Validity of the content

To reach the content validity of the sustainable leadership questionnaire for directors of youth and sports directorates in Iraq, the two researchers reviewed scientific sources and studies intending to collect information related to sustainable leadership to extract the dimensions that could be included in the questionnaire, and to form a clear and comprehensive picture that enabled them to formulate the paragraphs in line with the concept of these dimensions and their contents.

3-3-1-4 Apparent honesty (the honesty of the arbitrators)

To reach the arbitrators' sincerity for the sustainable leadership questionnaire for directors of youth and sports directorates in Iraq, The researchers presented it to the (19) experts in the field of public administration and sports management to obtain their opinions on the questionnaire's paragraphs in terms of their validity and suitability to the dimension to which they belong and to the questionnaire in general, This is consistent with what I went by (Sulaiman,2010) that it is possible to calculate the validity of the test by presenting it to several specialists and experts.

(Suleiman,2010,46), the percentages of agreement on the validity of the paragraphs ranged between (79.5%) to (100%) for all the paragraphs, and thus the researchers adopted all the paragraphs without deleting, and this is consistent with what was indicated by (Bloom, 1983) that it is possible to adopt the percentage of experts agreement if it reaches 75% or more.

(Bloom,1983,126)

3-3-2 Survey Study

After arriving at the initial picture of the questionnaire, the researchers arranged its paragraphs according to the regular distribution as shown in Table (5), it was applied to a small group of the research sample, which represents the sample of the exploratory study, the number of its members is (8) employees distributed among eight directorates of youth and sports, and as It is shown in Table (1).

Table (5)
The regular item distribution of items according to the dimensions of the sustainable leadership questionnaire

The dimension	number of paragraphs	Paragraph sequence
HR Sustainability	7	1-7
Sustainability of material and financial resources	7	8-14
learning sustainability	7	15-21
Sustainability of leadership in others	7	22-28

Diversity Sustainability	7	29-35
Sustainability of the relationship with the external environment	7	36-42

It was found through the exploratory study that the questionnaire's paragraphs are clear and the way to answer them is understandable, and the response time to the questionnaire has approached between (10-12) minutes. Table (5) It shows the regular item distribution of items according to the dimensions of the sustainable leadership questionnaire, Through the exploratory study, it was found that the questionnaire's paragraphs are clear and the way to answer them is understandable, response time to the questionnaire may be between (10-12) minutes.

3-3-3 Internal consistency

To ensure the consistency of the questionnaire paragraphs and their consistency with the dimensions to which they belong, and their consistency with the total score of the questionnaire, the researchers extracted the simple correlation coefficient between the paragraphs and dimensions to which they belong on the one hand, and between the paragraphs and the degree of the total questionnaire on the other hand, on the preparation sample forms, which amounted to (101) forms, and Table (6) shows this.

Table (6)
The internal consistency of the paragraphs of the sustainable leadership questionnaire

The dimension	Paragraph	Paragraph correlation with the degree of dimension		Correlation of the paragraph with the total score of the tool	
		degree of association	Indication level	degree of association	Indication level
HR Sustainability	1	0.710	0.00	0.651	0.00
	2	0.758	0.00	0.618	0.00
	3	0.822	0.00	0.654	0.00
	4	0.822	0.00	0.703	0.00
	5	0.844	0.00	0.775	0.00
	6	0.744	0.00	0.548	0.00
	7	0.737	0.00	0.702	0.00
Sustainability of material and financial resources	8	0.754	0.00	0.646	0.00
	9	0.749	0.00	0.629	0.00
	10	0.752	0.00	0.687	0.00
	11	0.805	0.00	0.704	0.00
	12	0.740	0.00	0.700	0.00
	13	0.803	0.00	0.746	0.00
	14	0.780	0.00	0.685	0.00
learning	15	0.794	0.00	0.736	0.00

The dimension	Paragraph	Paragraph correlation with the degree of dimension		Correlation of the paragraph with the total score of the tool	
		degree of association	Indication level	degree of association	Indication level
sustainability	16	0.790	0.00	0.723	0.00
	17	0.746	0.00	0.676	0.00
	18	0.813	0.00	0.814	0.00
	19	0.859	0.00	0.758	0.00
	20	0.746	0.00	0.731	0.00
	21	0.774	0.00	0.732	0.00
Sustainability of leadership in others	22	0.836	0.00	0.776	0.00
	23	0.879	0.00	0.829	0.00
	24	0.865	0.00	0.820	0.00
	25	0.867	0.00	0.803	0.00
	26	0.791	0.00	0.761	0.00
	27	0.906	0.00	0.836	0.00
	28	0.838	0.00	0.780	0.00
Diversity Sustainability	29	0.837	0.00	1.791	0.00
	30	0.782	0.00	1.791	0.00
	31	0.677	0.00	0.568	0.00
	32	0.751	0.00	0.710	0.00
	33	0.844	0.00	0.793	0.00
	34	0.775	0.00	0.685	0.00
	35	0.719	0.00	0.664	0.00
Sustainability of the relationship with the external environment	36	0.810	0.00	0.688	0.00
	37	0.782	0.00	0.579	0.00
	38	0.747	0.00	0.536	0.00
	39	0.857	0.00	0.684	0.00
	40	0.824	0.00	0.693	0.00
	41	0.848	0.00	0.605	0.00
	42	0.762	0.00	0.683	0.00

From the observation of Table (6), it appears that all the items were consistent with the total score for each dimension and with the total score for the questionnaire, The correlation degrees between the items and the dimensions to which they belong ranged between (0.677-0.879), while the correlation degrees ranged between The items and the total score of the questionnaire ranged between (0.536-0.836) and with a significance level of (0.00) which is less than the approved significance level of (0.05), and thus the questionnaire retained all of its items.

3-3-4 Stability coefficient using Cronbach's alpha coefficient

The researchers extracted the stability coefficient of the sustainable leadership questionnaire on the forms of the prepared sample, which amounted to (101)

forms and included (42) items, and it amounted to (0.975), and this indicates that the questionnaire has a high degree of reliability.

3-3-5 Describe the final form of the sustainable leadership questionnaire

The questionnaire on sustainable leadership among directors of youth and sports directorates in Iraq settled in its final form on (42) items distributed on (6) dimensions (sustainability of human resources, sustainability of material and financial resources, sustainability of learning, sustainability of leadership among others, sustainability of diversity, and sustainability of relationship with the environment External) and by (7) paragraphs for each dimension, These paragraphs are answered according to five alternatives preceded by the phrase: The paragraph is practiced by the director of the Directorate of Youth and Sports to a degree (very large, large, medium, few, very few), and bears weights (5-4-3-2-1) respectively, Thus, the highest value for the response to the questionnaire was (210) degrees, and the lowest value for the response to it was (42) degrees, and the items were presented according to the regular sequence as shown
in Table (5).

3-4 Final Application

The researchers applied the sustainable leadership questionnaire during the period from (1/9/2021) to (9/30/2021) on the sample of the application, which numbered (74) employees from the sports division's cadres in the directorates of youth and sports in Iraq, and the answer was given by (66) of them.

3-5 Statistical means

The researchers used percentage, mean, simple correlation coefficient, and Cronbach's alpha coefficient.

4- Presentation and discussion of the results

4-1 Presenting the results of the first goal, which states (preparing a questionnaire for sustainable leadership among directors of youth and sports directorates in Iraq).

The two researchers achieved this goal by reaching the final version of the sustainable leadership questionnaire for the directors of the directorates of youth and sports in Iraq, which is included in Appendix (1), through the application of the scientific procedures mentioned in Chapter Three.

4-2 Presenting and discussing the results of the second goal, which provides for (recognizing the level of practice of the directors of youth and sports directorates in Iraq for sustainable leadership from the viewpoint of the sports

division's cadres) and discussing them. The researchers obtained the following results.

Table (7)
The means, percentages, and levels of the dimensions of the sustainable leadership questionnaire

The dimension	Arithmetic mean	Percentage	Response level
HR Sustainability	22	62.85	Average
Sustainability of material and financial resources	20.91	59.74	low
learning sustainability	24.56	70.17	High
Sustainability of leadership in others	21.24	60.68	Average
Diversity Sustainability	22.55	64.43	Average
Sustainability of the relationship with the external environment	25.02	71.48	High
Total	136.27	64.89	Average

Table (7) shows that the levels obtained by the dimensions of sustainable leadership ranged between (low, medium, and high), as the dimension (sustainability of material and financial resources) had a low level of (59.74%) and arithmetic mean (20.91), while The dimensions (sustainability of human resources, sustainability of leadership among others, and sustainability of diversity) at an average level and percentages of (62.85%-60.68%- 64.42%), and arithmetic means (22, 21.24, 22.55), respectively, while the dimensions of (sustainability of learning) And the sustainability of the relationship with the external environment) obtained a high level with percentages of (70.17%, 71.48%) and arithmetic means (24.56, 25.02), respectively. (136.27).

The results showed that the sustainable leadership of the directors of youth and sports directorates was generally not high, and this is due to the need to implement sustainable leadership for basic requirements, the first of which are leaders with a broad vision, diverse experiences, high distribution of attention, high conceptual, cognitive or mental management skills, and distinguished leadership qualities that help them contain All images affecting the work of the Directorate, The second of these requirements provides financial and material capabilities to enhance the aspects of sustainability in these directorates.

This agrees with the opinion of (Al-Houri and Al-Nama, 2021) that leadership is the product of acquired experiences and theoretical studies that enable the leader to identify human behavior and reveal individual and collective abilities and direct them in specifically intended directions, and it also depends on the

leader's characteristics, abilities, talents, and capabilities, especially in the sports field. (Al-Houri&Al-Nima,2021,114)

From observing the results of the same table, the researchers see that the somewhat positive application of the concept of sustainable leadership among the directors of the directorates of youth and sports comes through the strength in their sustainability of the relations of their directorates with the external environment, as well as the sustainability of these managers for learning and development as a priority to achieve the quality of work, in addition to these managers benefiting from the positives of cultural, intellectual, social, and sports diversity in shaping the strength of the internal environment of the Directorate, as well as the managers' keenness on the cadres in terms of their job stability in terms of planning, attracting and organizing while building and supporting their leadership capabilities and providing ways Develop them appropriately to invest them well as resources for the sustainability of the Directorate.

This is consistent with what was mentioned (Hargreaves, 2003) in describing sustainable leadership as that leadership style that spreads and continues among individuals and shows its effects, and results in the future, and that it is the responsibility of those in charge of work, and that it preserves human or material resources, and also cares about the external environment and the surrounding community, and building an internal environment for organized diversity that leads to the blending of good ideas, successful practices in organizations and their sustainable development. (Hargreaves& Fink,2006,2)

5- Conclusions and recommendations

5-1 Conclusions

1- The possibility of applying the sustainable leadership questionnaire that was reached to the managers of other sports institutions and organizations from the point of view of their cadres.

2- The directors of youth and sports directorates in Iraq possess an average level of sustainable leadership from the viewpoint of the sports division's cadres in it.

5.2 Recommendations

1- The possibility of applying the sustainable leadership questionnaire that was reached to the heads of other sports institutions and organizations from the point of view of their cadres.

2- The necessity of developing the perceptions of directors of youth and sports directorates about the importance of sustainability, by engaging them in training courses and special workshops to develop their concepts about

sustainable leadership, its importance, dimensions and methods of implementation, and diagnosing the challenges facing the process of its application and ways to overcome them.

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supplement (1)
sustainable leadership survey

sequence	paragraphs
1	The directorate of the directorate distributes tasks to the cadres by their athletic inclinations and capabilities
2	he takes into account the assignment of the cadres to work commensurate with their energies
3	Has a vision about the future needs of the Directorate in terms of human resources
4	Attracts youth energies with advanced capabilities that fit the needs of the renewable directorate
5	he is concerned with providing cadres able to compensate for the absence of their colleagues from work
6	Avoids the transfer of owners and their instability in their work
7	He is keen that the sports division have sufficient cadres to manage and organize their activities
8	Provides tools and office equipment necessary for the quality of work of its division
9	Involves the advanced cadres in developing a financial plan that ensures the continuity of the implementation of the Directorate's work
10	He takes care of the periodic maintenance of the equipment and capabilities in the Directorate
11	Uses creative methods that combine spending rationalization and quality preservation
12	He is keen to use modern technology in the work of the division of the Directorate
13	Works to diversify the sources of financial resources for the Directorate to expand the activities provided
14	Follows up on the work of the Engineering Division in the Directorate to maintain its facilities
15	He is interested in cadres learning computer and information technology techniques necessary for their work

16	Provides owners with opportunities to obtain higher degrees
17	Supports the participation of female cadres in training courses appropriate to their needs
18	He reviews the experiences of the corresponding directorates to benefit from them
19	Encouraging cadres with distinguished experiences in the directorate to pass on their information to other employees
20	Creates a balance in the distribution of employees with distinguished experiences among all the divisions of the Directorate
21	He hosts academic experiences to hold seminars and workshops to develop the directorate's cadres
22	transfers his leadership experiences to other administrative levels
23	The method of delegation of authority is adopted to enhance the leadership capabilities of the directorate's cadres
24	He is keen to discover the leadership capabilities of the owners
25	Supports the distinguished leadership cadres in the directorate so that others can emulate them
26	Gives owners the right to participate in decisions about their work
27	He plans to prepare future leaders to keep pace with the new developments in the work of the Directorate
28	Distributes the leadership responsibilities of the directorate's programs and activities to the cadres fairly
29	Respects the diversity of cultures and beliefs among the cadres working in the Directorate
30	Provides cadres with various opportunities for creativity at work
31	Supports female cadres to carry out their tasks effectively
32	He is keen to pay attention to the tasks of the Directorate directed towards the various beneficiaries of its services
33	It is interested in holding various activities among the division of the Directorate to enhance communication between them
34	Diversity in opinions and ideas is a positive factor in the work of the Directorate
35	A system of incentives is applied that is commensurate with the diversity of the needs of the directorate’s cadres
36	The Director actively participates in conferences and seminars related to the work of the Directorate
37	He communicates with the local media to provide them with information on the achievements and activities of the Directorate
38	He is keen to participate in events and celebrations that are held in the governorate
39	He is keen to establish joint activities with local community institutions
40	He works on developing the directorate's relations with the corresponding institutions
41	It is concerned with organizing events and activities that enhance the relationship between the Directorate and the various segments of society
42	Allows the directorate's capabilities to be used by other community institutions