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## Empowering leadership of directors of sports and school activity departments in Baghdad Governorate and its impact on organizational control from the point of view of its employees

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### Abstract

Leadership of organizations is one of the most important factors affecting their success and sustainability, which includes managers taking responsibility for directing and managing human and material resources, defining the vision and mission, and developing the necessary strategies to achieve their goals, and also includes organizing and motivating teams and making critical decisions, as well as supervising administrative processes and daily activities and ensuring their effective functioning Hence, the research aimed to determine the extent to which the directors of sports and school activity departments in Iraq apply Empowering Leadership, and determine the level of organizational control in the sports and school activity departments in Iraq from the point of view of their employees, as well as determine the nature of the relationship and the impact of the Empowering Leadership of the directors of sports and school activity departments in their organizational control, and the researcher used in order to collect data the descriptive approach in the survey method and the method of correlational relationships, and the research community has been identified by the employees of the sports and school activity departments in the directorates of Education in Baghdad Governorate, who number (245) employees, at the time they were all selected to form the main research sample, and then the researcher divided them into three subgroups: the survey sample and includes (15) employees, the statistical analysis sample includes (138) employees, and the final application sample includes (92) employees, and to obtain the required data, the researcher prepared two measurement tools, the first is the Empowering Leadership tool and the number of its paragraphs (14) paragraphs, and the second is the organizational control tool and the number of its paragraphs (12) paragraphs, and they are answered with five-way answer alternatives (applicable Often, applicable, somewhat applicable, not applicable, not much applicable), which carry weights (5-4-3-2-1) respectively, and after analyzing the data statistically, the following conclusions were reached:

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- The directors of sports and school activity departments in Baghdad Governorate apply Empowering Leadership practices at an average level from the point of view of their employees.
- Sports and school activity departments in Baghdad province have an average level of organizational control from the point of view of their employees.
- The relationship between the empowerment leadership of the directors of the sports and school activity departments and the organizational control in these departments is positive, with the impact of Empowering Leadership on organizational control.

**Keywords:** Empowerment Leadership, Organizational Control, Sports and School Activity Sections

## **Introduction**

Leadership of organizations is one of the most critical factors affecting their success and sustainability. It includes managers responsible for directing and managing human and material resources, defining the vision and mission, and developing the necessary strategies to achieve their goals. It also includes organizing and motivating teams, making critical decisions, supervising administrative processes and daily activities, and ensuring their influential functioning. Influential leaders possess strong communication skills, the ability to build good relationships with others, and the ability to think strategically, analyze data and make appropriate decisions. The leadership of organizations is effective when it is based on trust and transparency, encouraging participation and empowering teams to achieve their full potential.

In order to manage these departments in a way that ensures their success and development, people who adopt a leadership approach must be at the top to empower individuals and empower them to make decisions and develop their skills functional, as well as encouraging them to Transparency and effective communication Including, and provide support and guidance for the teams within these departments, as This approach involves motivating individuals and strengthening their belief in their abilities to achieve success, and their emphasis on strengthening A sense of belonging and responsibility, and take care of Collaboration and exchange of ideas among themselves, ensuring Building a work environment Constructive and healthy All these qualities possessed by the manager undoubtedly make him a representative of empowering Leadership that can be described as Effective strategy To leverage the diverse skills and talents of their employees, generating Innovative solutions and improved decision-making processes, as well as that this method of Leadership encourages open communication, Collaboration and trust, which are essential to fostering a cohesive, high-performing workforce, noting that (Kim & Beehr, 2020b, p. 7) to the concept of empowering Leadership as Leadership that encourages Managers to practice enabling behaviors that promote freedom and support development between staff, as well as Provide ongoing learning and development opportunities through mentoring leaders and modeling roles, and Supporting freedom by expressing trust in individuals within their organizations, Provide opportunities to participate in decision-making Share information, encourage initiative and focus on goals.

For the functioning of the sports and school activity departments in an orderly manner, they must intensify Operations and efforts that It is carried out To organize and coordinate activities and resources within it to achieve its goals effectively, as well as regulation its administrative structure, and internal processes Including Enable the organization to achieve its stability and success and to balance objectives, resources and activities, Define work policies and procedures necessary for its implementation, directing the distribution of powers and responsibilities, and ensuring coordination between different departments and units, all of these processes can be called organizational control, which Aims to achieve effectiveness and efficiency in the use of resources and direct activities towards achieving the objectives of These sections, This also includes managing change, adapting to new challenges and keeping abreast of developments in the external environment., mentions (Sihag & Rijdsdijk, 2019, p. 93) Organizational control that A process by which you Departments To motivate and direct individuals to act in ways consistent with the goals of organization, and in accordance with the policies to which that organization is subject, and is used To motivate individuals to achieve the required performance, as well as comparing this performance to available resources effectively without the need to closely monitor the behavior of individuals.

Hence, the **problem of research** emerged in the growing challenges facing the work of the sports and school activity departments that may lead them to face some challenges when implementing their assigned roles, resulting from the rapid and significant changes in the work environment on the one hand, and in the requirements of the bodies associated with their work such as schools and educational authorities on the other hand, and this may be due to the culture of the organization, which may not support the empowerment of its members in receiving leadership skills, and the lack of grants. The powers to make decisions related to their work, which weakens the sense of responsibility and belonging to the team, as well as the cracking of the wall of trust and transparency in dealings and communications within the directorate, which generates an acute lack of training and support for individuals to develop their leadership skills, which leads to a loss of control over administrative processes, which affects the success of achieving goals; with the emergence of Difficulties in the processes of coordinating procedures between the various departments and units within them, the researcher believes that the research problem can be formulated in a set of questions, namely:

- Is there an application of Empowering leadership practices in the sports and school activity departments in Baghdad Governorate?
- Do the sports and school activity departments in Baghdad province have organizational control over their directorates?
- Is there an impact of Empowering leadership practices in sports and school activity departments on their organizational control?

**Accordingly, the researcher has set a set of objectives for the research:**

- Determine the extent to which the directors of sports and school activity departments in Baghdad Governorate apply empowerment leadership from the point of view of their employees.
- Determine the level of organizational control in the sports and school activity departments in Baghdad Governorate from the point of view of their employees.
- Determine the nature of the relationship and the impact of the empowering leadership of the directors of sports and school activity departments in their organizational control.

### **Research limits**

- **Human limits:** employees of the sports and school activity departments of the directorates of education in Baghdad Governorate in Iraq for the academic year (2023-2024).
- **Time limits:** the period between (20/11/2023) and (20/1/2024)
- **Spatial boundaries:** buildings of sports and school activity departments of the directorates of education in Baghdad Governorate.

### **Research terms**

#### **- Empowering leadership**

a type of leadership that aims to increase the freedom, responsibility, confidence and opportunities of employees by enabling them to make decisions, control their work and achieve their goals. and depends on providing a work environment that encourages creativity and innovation, enhances teamwork, motivates employees to achieve common goals, improves employee performance, increases their satisfaction with work and achieves institutional success. (Conides, 2019, p. 6)

#### **- Organizational control**

Mechanisms and methods used by institutions to ensure Line Behaviors and decisions with the objectives of the organization include organizational structures, policies, rules, measurement and remuneration systems, aims to achieve coordination, adaptation and ensure the achievement of institutional goals, as well as Control of relations between institutions. (Dekker et al., 2019, p. 5)

## **2- Method and procedures**

### **Research Methodology**

The approach used by the researcher in this research is the descriptive approach in the survey method and the method of correlation relationships to suit each of them to the nature of the study, answer its questions, and achieve its objectives.

### **Research community and samples**

The research community was determined by the employees of the sports and school activity departments in the General Directorates of Education in Baghdad Governorate, which includes both the Directorate of Education of Baghdad Al-Karkh and the Directorate of Education of Baghdad Rusafa. Their preparation is contained in Table (1). The researcher has chosen all

members of the community to form the primary research sample in a comprehensive inventory method. Then, the researcher divided the prior sample of the research into three sub-samples; the first included members of the survey sample. In contrast, the second has members of the statistical analysis sample, and the third sample comprises individuals. The final application sample and Table (2) show the details of the primary research sample.

**Table 1**  
**The details of the research community**

society	Number
Sports and school activity sections of the Karkh Education Directorates	140
Sports and school activity sections of the Rusafa Education Directorates	205
<b>245</b>	<b>Total</b>

**Table (2)**  
**The details of the main research sample**

Sample	Number	Percentage
Reconnaissance	15	6.1%
Statistical analysis	138	56.4%
Final application	92	37.5%
Main Research Sample	245	100%

## **Research Tools**

For the researcher to answer the research questions and achieve its objectives, he prepared two tools to measure the research variables. The first tool measures the level of empowering leadership among the directors of sports and school activity departments, and the second tool measures the level of organizational control in the sports and school activity departments. Both tools are according to the point of view of the employees of these departments in the General Directorates of Education in Baghdad Governorate. The preparation process was carried out by following the scientific procedures for preparing standards.

### **- Drafting paragraphs**

The process of drafting paragraphs is one of the most critical steps in preparing measurement tools. After the researcher determined the goal of preparing the two measurement tools, he reviewed the scientific sources related to the two research variables contained in Table (3) to benefit from them in the formulation of paragraphs, as well as developing concepts and definitions for both the Empowering Leadership variable and the organizational control variable, and the researcher

formulated (15) paragraphs for each of the two tools, in addition to that, the researcher proposed alternatives to answer the paragraphs of the two tools according to the Likert five-point scale, and these alternatives are (Apply a lot, apply, apply somewhat, not apply, not apply much) which carries weights of (1-5) because all the paragraphs of the two tools were positive in their statements, and Table (4) shows the key to answering these paragraphs.

**Table (3)**

**The scientific sources used in the formulation of the paragraphs of the two tools**

Empowering Leadership	Organizational control
(Tian & Chae, 2023)	(Pianese et al., 2023)
(Al-Mansi · 2022)	(Rauter et al., 2023)
(Ghareeb and Zaher, 2022)	(Moe et al., 2021)
(Marzouk et al., 2021)	(Norlander et al., 2021)
(Utami & Zakiy, 2020)	(Kim & Beehr, 2020)
(Vu, 2020)	(Sihag & Rijdsdijk, 2019)
(Conides, 2019)	(Verburg et al., 2018)

**Table (4)**

**The answer key for the two research tools**

Alternative	Apply a lot	Apply	Somewhat applicable	Not applicable	Not apply much
Weight for positive paragraph	5	4	3	2	1

**- Virtual validity of the two research tools**

The researcher went on to extract the apparent honesty of both the Empowering Leadership tool for the directors of sports and school activity departments and the organizational control tool in the sports and school activity sections by presenting it to a group of specialists in the field of sports management, who numbered (7) experts, to obtain their opinions on its suitability to represent the tool for which it was developed, as well as bringing their views on the validity of the answer alternatives proposed by the researcher, and after retrieving the answers of specialists and analyzing them statistically, the percentages were extracted Percentile paragraphs, Table (5) shows the results of apparent honesty.

**Table (5)**

**The apparent validity of the two research tools**

Empowering Leadership				Organizational control			
Paragraph	acceptable	un acceptable	Validity Percentage	Paragraph	acceptable	un acceptable	Validity Percentage
1	7	-	100%	1	6	1	85%
2	3	4	42%	2	6	1	85%

Empowering Leadership				Organizational control			
Paragraph	acceptable	un acceptable	Validity Percentage	Paragraph	acceptable	un acceptable	Validity Percentage
3	6	1	85%	3	7	-	100%
4	6	1	85%	4	7	-	100%
5	7	-	100%	5	7	-	100%
6	6	1	85%	6	4	3	57%
7	7	-	100%	7	6	1	85%
8	7	-	100%	8	6	1	85%
9	7	-	100%	9	3	4	42%
10	7	-	100%	10	7	-	100%
11	6	1	85%	11	4	3	57%
12	6	1	85%	12	7	-	100%
13	6	1	85%	13	7	-	100%
14	7	-	100%	14	7	-	100%
15	7	-	100%	15	7	-	100%

Table (5) shows that paragraphs (1, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15) of the Empowering Leadership tool were ostensibly valid to measure the variable for which they were developed, because they obtained percentages of (100%, 85%, 85%, 100%, 85%, 100%, 100%, 100%, 85%, 85%, 85%, 100%), 100%) of the agreement of specialists, except for paragraph (2), which obtained an agreement rate of (42%) so it was excluded to keep the number of paragraphs of the tool (14) paragraphs, as the same table shows that paragraphs (1, 2, 3, 4, 5, 7, 8, 10, 12, 13, 14, 15) of the organizational control tool have obtained acceptable agreement percentages from the opinions of specialists amounting to (85%, 85%, 100%, 100%, 100%, 85%, 85%, 85%, 100%, 100%, 100%, 100%), while paragraphs (6, 9, 11) have obtained low rates of agreement from the opinions of specialists and amounted to (57%, 42%, 57%) respectively, to be deleted from the tool to keep the number of paragraphs (12) paragraphs, as for the alternatives to the proposed answer, they obtained an agreement rate of (100%) of the approval of specialists, so the researcher adopted them.

#### **- Exploratory study of the two research tools**

To ensure the clarity of the paragraphs of the two research tools and their suitability for the research samples, as well as to identify the challenges that may face the application processes and to reveal the time spent answering, the researcher applied both the Empowering Leadership tool and the organizational control tool to a small sample of the research community randomly selected (15) employees from the sports and school activity departments in Baghdad Governorate on (15/12/2023).

#### **- Application of the two tools on the sample of statistical analysis**

The researcher applied both the Empowering Leadership tool and the organizational control tool in their initial form to a randomly selected group of members of the primary research sample, who number (138) employees representing (56.4%) of this sample, and the process of applying the two tools took place during the period between (26-28/12/2023). The researcher obtained the answers

from (128) employees, while (10) employees were absent from the application process. Then, the researcher analyzed the results statistically by using a set of statistical means to extract both truthfulness and stability for the two tools.

**- Internal consistency of the two research tools**

The researcher extracted the sincerity of the internal consistency of both the Empowering Leadership tool and the organizational control tool to ensure the consistency of the paragraphs and their suitability with the tool to which they belong by extracting the coefficient of consistency of each section of the two tools with the total degree of the tool to which it belongs through the use of the simple correlation coefficient between the degree of the paragraph and the total degree of the tool, and Table (6) shows the internal consistency coefficients of the paragraphs of each of the two research tools.

**Table (6)  
The internal consistency of the two research tools**

Empowering Leadership Tool			Organizational Control Tool		
Paragraph	Correlation degree	Significance level	Paragraph	Correlation degree	Significance level
1	0.757	0.000	1	0.488	0.000
2	0.775	0.000	2	0.552	0.000
3	0.698	0.000	3	0.514	0.000
4	0.781	0.000	4	0.526	0.000
5	0.745	0.000	5	0.449	0.000
6	0.749	0.000	6	0.518	0.000
7	0.701	0.000	7	0.599	0.000
8	0.700	0.000	8	0.409	0.000
9	0.747	0.000	9	0.519	0.000
10	0.603	0.000	10	0.481	0.000
11	0.650	0.000	11	0.439	0.000
12	0.786	0.000	12	0.574	0.000
13	0.708	0.000			
14	0.655	0.000			

Table (6) shows that all paragraphs of the Empowering Leadership tool among the directors of sports and school activity departments in Baghdad Governorate were internally consistent with the total degree of the tool with correlation coefficients amounting to (0.757, 0.775, 0.698, 0.781, 0.745, 0.749, 0.701, 0.700, 0.747, 0.603, 0.650, 0.786, 0.708, 0.655) for its (14) paragraphs respectively, at a significance level of (0.000) for all of them. The same table also shows that all 12 paragraphs of the organizational control tool were internally split with the total score of the instrument with correlation coefficients amounting to (0.488, 0.552, 0.514, 0.526, 0.449, 0.518, 0.599, 0.409, 0.519, 0.481, 0.439, 0.574) respectively with a significance level of (0.000) for all of them.



**- Stability coefficients for the two research tools**

To extract the degree of stability of both the Empowering Leadership tool among the directors of sports and school activity departments in Baghdad Governorate and the organizational control tool in it, the researcher used the half-segmentation method between the paragraphs of each of the two tools, as the researcher divided the paragraphs of the two tools, which are (14) for the Empowering Leadership tool, and (12) paragraphs for the organizational control tool For the answers of the members of the construction sample to two halves, as the first half includes their odd paragraphs. In contrast, the second half comprises even paragraphs, and then the correlation coefficients between the two halves of the two tools were extracted. Thus, half of the stability of the two tools was extracted. Then, the researcher removed the total stability of each of the two tools by processing the results with the Spearman-Brown equation, and Table (7) shows the stability coefficients of the two tools.

**Table (7)  
The stability of the two research tools**

Empowering Leadership Tool		Organizational Control Tool	
Correlation coefficient between the two halves of the scale	Coefficient of stability (Spearman-Brown)	Correlation coefficient between the two halves of the scale	Coefficient of stability (Spearman-Brown)
0.961	0.980	0.715	0.834

**- The two research tools in their final form**

The researcher reached the final image of both the Empowering Leadership tool for the directors of sports and school activity departments, and the organizational control tool in it, both from the point of view of its employees, by following scientific procedures in their preparation of sincerity and stability, as the final form on which the Empowering Leadership tool settled became consisting of (14) paragraphs, and thus the highest degree that can be obtained when answering the paragraphs of the tool (70) degrees and the lowest degree (14), while the organizational control tool settled in its final form on ( 12) paragraph, so the highest score obtained from answering the paragraphs of the tool is (60) degrees, and the lowest score is (12), and both tools are answered through five-answer alternatives are (apply a lot, apply, apply somewhat, do not apply, do not apply much) which carries weights (5-4-3-2-1) respectively.

**Apply the two research tools to the final application sample**

After reaching the final picture of both the Empowering Leadership tool for the directors of the sports and school activity departments, and the organization control tool in it, the researcher, during the period from (10-11/1/2024), applied them to the members of the final application sample consisting of (92) employees from the sports and school activity departments, who represent the rest of the main research sample, and after completing the collection of forms, it was possible to obtain (87) forms, while (5) employees did not attend the application process, and then

the researcher processed this data Statistically to obtain the results of the application process and extract the levels of the paragraphs of the two research tools.

### Means used in statistics

Through the statistical bag (SPSS), the researcher used a set of statistical methods to process the results of the final application of the two research tools, and these means are: percentage, arithmetic mean, standard deviation, simple correlation coefficient (Pearson), Spearman-Brown equation, simple linear regression equation.

### 3. Presentation and discussion of results

Before presenting and discussing the results of the objectives, the researcher has developed levels for the paragraphs of the two research tools by extracting the length of the category, and Table (8) shows the levels of the two measurement tools and their paragraphs.

**Table (8)**

**The levels of paragraphs of the two research tools**

Category length	Level
1.00-1.80	Very low
1.81-2.60	low
2.61-3.40	medium
3.41-4.20	High
4.21-5.00	Very high

**Table (9)**

**The levels of the Empowering Leadership tool paragraphs**

Par	Content	Arithmetic mean	Standard deviation	Level
1	The manager encourages employees to make independent decisions regarding their work to achieve the desired goals	3.09	0.916	medium
2	Provides employees with development and learning opportunities within the Directorate	3.23	0.870	medium
3	Recognizes individual staff contributions to the accomplishment of functional tasks	3.08	0.807	medium
4	Acts as a collaborating partner with employees to guide and guide them towards improving the work	3.02	0.771	medium

Par	Content	Arithmetic mean	Standard deviation	Level
5	Encourages employees to communicate effectively and build a climate of trust and cooperation within the departments of the Directorate	3.13	0.935	medium
6	Motivates employees to think creatively in planning and organizing events and activities related to the work of the Directorate	3.02	0.890	medium
7	Provides opportunities to develop employees' leadership skills	3.04	0.990	medium
8	Builds an environment that encourages effective participation and appreciation of staff opinions in improving the work of the Directorate	3.11	0.942	medium
9	Provides the necessary support and resources to ensure that employees work and achieve their aspirations at work	3.25	0.915	medium
10	Seeks to spread transparency and integrity among employees to make the right decisions at work	3.00	0.849	medium
11	Empowering employees and giving them sufficient authority to achieve success to develop their job skills	2.98	0.859	medium
12	Builds effective partnerships with stakeholders in the school sports field, such as sports federations, to provide appropriate opportunities for success	3.13	0.950	medium
13	Uses the latest technologies and tools in analyzing the work of employees and the Directorate to improve technical performance at work	2.95	0.815	medium
14	Demonstrates the ability to direct financial and human allocations in line with the goals of developing sports activity	2.93	1.037	medium
<b>Empowering Leadership Tool</b>		<b>3.06</b>	<b>0.913</b>	<b>medium</b>

Table (9) shows that all paragraphs of the Empowering Leadership tool obtained average levels with arithmetic means of (3.09, 3.23, 3.08, 3.02, 3.13, 3.02, 3.04, 3.11, 3.25, 3.00, 2.98, 3.13, 2.95, 2.93). Standard deviations of (0.916, 0.870, 0.807, 0.771, 0.935, 0.890, 0.990, 0.942, 0.915, 0.849, 0.859, 0.950, 0.815, 1.037) respectively, and the instrument in its overall form obtained an average level with an arithmetic mean (3.06) and a standard deviation (0.913).

The average result of the Empowering Leadership tool that appeared in Table (9) can be attributed by the researcher to some extent to the hasty decisions that employees may sometimes take when performing their job duties as a result of the decline in cases of spreading the culture of transparency and integrity within the departments that managers are supposed to call for, and not giving employees what supports them in developing their job skills and achieving achievements and successes by empowering them and giving them the necessary powers to achieve this, which increased the tool's access to this result. Moderation is the inaccurate guidance of managers to the human and financial capabilities possessed by departments, (Fadel & Kadem, 2021) as well as the lack of motivation that managers must provide to their employees to urge them to think creatively

that leads to planning and organizing sports events and activities at a high level of effectiveness, and this will certainly be a contributing factor in limiting the opportunities for the development required for the leadership skills of employees to be the nucleus of the future leadership of these departments, and employees ignore the importance of building cooperative partnerships with their employees to provide them with the experiences they possess, and follow up on their work. (Salman et al., 2022) By analyzing their results and achievements by harnessing the latest follow-up technologies to ensure the improvement of the performance of these departments. (Ahmed Fadhil Farhan Mohammed Jawad Kadhim, 2016)

recalling (Vu, 2020) that Empowering leadership helps boost employee performance, and improve their satisfaction, and maintain their stability at work, it encourages Employees to participate in decision-making, and take responsibility, Enhances trust between staff and management, and gives them the necessary expertise, and urges them to cooperate among themselves, as it Helps foster creativity and innovation, and provides staff The right to information, knowledge, power and rewards to motivate them to improve their performance, as well as Provide training and development opportunities to increase the efficiency of employees and their ability to deal with difficult tasks, with the development of effective strategies in control and administrative follow-up.

**Table (10)**  
**The levels of the organizational control tool paragraphs**

Par	Content	Arithmetic mean	Standard deviation	Level
1	The Directorate clearly defines its goals and objectives and communicates them to all its employees	2.63	1.308	medium
2	The Directorate shall establish appropriate procedures to direct administrative processes in accordance with organizational standards	2.75	1.763	medium
3	Management provides guidance and support to employees to implement organizational control procedures	2.98	1.155	medium
4	Management fosters a culture of commitment and accountability among employees	2.65	1.505	medium
5	The Directorate shall establish clear and precise systems to guide the behavior of employees in order to achieve objectives efficiently	2.52	1.395	low
6	The Directorate distributes powers and responsibilities among its employees within the Directorate fairly.	3.00	1.178	medium
7	The Directorate shall provide the necessary human and financial resources to carry out the activities involved in its work	2.49	0.900	low
8	The Department conducts periodic evaluation of the performance of the directorate's departments and employees	3.12	1.718	medium

Par	Content	Arithmetic mean	Standard deviation	Level
9	The Directorate encourages its employees to innovate and develop sustainable organizational	2.60	1.562	low
10	The Directorate provides preventive measures to combat cases of fraud and corruption	3.91	1.359	High
11	The Directorate verifies the extent to which employees adhere to the legal mechanisms in place to avoid cases of abuse at work	3.06	1.578	medium
12	The Directorate analyzes the integration of information systems to ensure the accuracy and reliability of data used in decision-making processes.	3.57	1.037	High
<b>Organizational Control Tool</b>		<b>2.94</b>	<b>1.075</b>	<b>medium</b>

Table (10) shows that the paragraphs of the organizational control tool obtained levels close to (low, medium, high), paragraphs (1, 2, 3, 4, 6, 8, 11) obtained average levels with arithmetic means amounting to (2.63, 2.75, 2.98, 2.65, 3.00, 3.12, 3.06), and standard deviations (1.308, 1.763, 1.155, 1.505, 1.178, 1.718, 1.578), while paragraphs (5, 7, 9) obtained low levels with arithmetic means (2.52, 2.49, 2.60) with standard deviations (1.178, 0.900, 1.562), while paragraphs (10, 12) obtained two high levels with arithmetic means (3.91, 3.57) and standard deviations (1.359, 1.037).), the complete organizational control tool received an average level with an arithmetic mean (2.94) and a standard deviation (1.075).

Table (10) shows us that the organizational control in the sports and school activity departments in Baghdad Governorate was the average level, and the researcher believes that this result may be due to a set of reasons, including the lack of clarity of the regulations and policies that prevail in the work of the departments, which affects the behaviors of their members in one way or another, and the efficiency of determining their desired goals and ensuring their access to employees, as well as the human and material deficit suffered by these departments,(jawad kadhim, M., & Mahmood, 2023) and the failure of the departments of these departments to provide them to ensure the implementation of their activities. This result was compounded by the troubled procedures followed by the directorate's management to organize its work, which somewhat lack the correct organizational standards, with a lack of organizational control based on support and guidance, as well as the weak encouragement of these employees to apply functional practices that call for promoting a culture of professional commitment based on accountability, aimed at organizational development and sustainability.(Easa et al., 2022)

Notes (Verburg et al., 2018) to organizational control as including The processes and mechanisms used by the organization to ensure the achievement of its objectives and ensure the effectiveness of its performanceandIncludes That Define standards and guidelines, monitor performance, assess compliance with policies and procedures, and deliver Support For Employees, enhance trust between staff and the organization, and provide Guidance and guidance for employeesforEnsure

regular implementation of policies and procedures, enhancing Coordination and communication within and between teams To achieve Common goals.

**Table (11)**  
**The impact of Empowering Leadership on organizational control**

Research variables		Correlation degree	Contribution Percentage (Impact)	Significance level
Empowering Leadership	Organizational control	0.370	0.136	0.000

Table (11) shows that the relationship between the Empowering Leadership of the directors of the sports and school activity departments and the organizational control in them was positive positive, with a degree of correlation of (0.370), and that this relationship was accompanied by a contribution rate (impact) of Empowering Leadership in organizational control amounting to (0.136) at a significance level of (0.000), and this indicates that approximately (14%) of the variation in the organizational control of the sports and school activity sections is due to the Empowering Leadership practices of their managers, and the rest is due to other variables.

As shown in Table (11), the empowering leadership of the directors of sports and school activity departments plays an influential role in improving organizational control within these departments, and here the researcher believes that this may be due to the confidence that managers must possess in themselves and their employees, by granting these employees the powers to make fateful decisions related to the work of the departments and assume their responsibility,(Kadhim, M. J., Shihab, G. M., & Zaqair, 2021) and encourage them to innovate and creativity in the design and implementation of their various activities.(Kadhim, 2023a) Activating individual abilities and skills, stimulating effective engagement in job tasks, enhancing their sense of belonging to these departments, as well as the active role of spreading the culture of integrity and transparency, empowering managers for their employees and giving them independence at work, all of this must be based on an encouraging environment for innovation and creativity through which managers push their employees to propose new ideas, and activate creative ideas to improve organizational processes., by spreading the principles of cooperation and teamwork among employees, which contributes to enhancing organizational control and achieving common goals more effectively.(Kadhim, 2023b)

## 4. Conclusions and recommendations

### Conclusions

- The directors of sports and school activity departments in Baghdad Governorate apply Empowering Leadership practices at an average level from the point of view of their employees.

- Sports and school activity departments in Baghdad province have an average level of organizational control from the point of view of their employees.
- The relationship between the empowerment leadership of the directors of the sports and school activity departments and the organizational control in these departments is positive, with the impact of Empowering Leadership on organizational control.

## **Recommendations**

- The researcher recommends that the various educational institutions benefit from the two tools prepared by him to measure the levels of empowering leadership of their managers, while measuring the levels of organizational control over them.
- The researcher recommends the directors of sports and school activity departments to work to form a clear vision for their teams and employees, with the need to communicate this vision to them effectively, leading to the creation of an enthusiastic and cohesive team characterized by effective communication and encourages open dialogue, allowing employees to express their ideas, interests and suggestions freely, and these managers must embody the qualities they want to see in their employees by publishing Professionalism, integrity and dedication among them, working to identify individual strengths and areas of improvement among their employees, providing training and development opportunities, and enabling them to occupy various management and leadership positions in the future.
- The researcher recommends the departments of sports and school activity departments of the importance of assessing the current status of organizational control processes, by identifying their strengths and weaknesses, evaluating the opportunities and challenges they face, working to conduct a review and improve the structure of their directorates to ensure greater effectiveness to achieve the goals efficiently, and linking the divisions of the directorate to an effective communication system that ensures a smooth and comprehensive flow of information, with the importance of distributing The roles and responsibilities of each employee in the department, and the need to develop systems to measure and follow up organizational performance to ensure the achievement of goals and requirements.

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