



The Contribution of Leadership Vigilance to the Implementation of Functional Tasks by Administrators of Local Volleyball Championships

Khairiyah Salih Sehen ¹

¹ General Directorate of Education in Baghdad, Rusafa Education / 2

DOI:

[https://doi.org/10.37359/JOPE.V37\(3\)2025.2359](https://doi.org/10.37359/JOPE.V37(3)2025.2359)

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Article history: Received 10/ July/2025 Accepted 27/ August /2025 Available online 28/ September/2025

Abstract

The present study aimed to develop two measurement scales—one for leadership vigilance and another for the implementation of functional tasks—in the context of managing local volleyball championships. It further sought to assess the levels of these two variables from the perspective of administrators, and to examine the contribution and effect of leadership vigilance on task execution. The descriptive correlational method was employed in line with the nature of the research problem. The study population comprised 141 administrators of local volleyball championships during the 2024/2025 sports season, all of whom were deliberately included (100%) through comprehensive enumeration and divided into three subsamples according to the study requirements. After constructing the two scales, they were applied to the participants, and the results were analyzed using SPSS. The findings confirmed the validity of the scales for measuring leadership vigilance and functional task implementation. Results revealed that administrators demonstrated acceptable levels in both domains, and that higher leadership vigilance was significantly and positively correlated with improved task implementation. The study concluded that leadership vigilance plays an essential role in enhancing administrators' effectiveness in managing volleyball championships. Accordingly, the researcher recommended focusing on specialized measurement and professional development programs to strengthen leadership vigilance, thereby improving task performance and contributing to the overall advancement of federation management.

Keywords: Leadership Vigilance, Functional Task Implementation, Sports Management, Volleyball Championships.

¹ M.A. General Directorate of Education in Baghdad, Rusafa Education / 2.
khayria.salah2204m@cope.uobaghdad.edu.iq.



Introduction

The success of organizing local championships reflects the effectiveness of the central federation's administrative coordination between those responsible for managing tournaments and the federation's leadership, and it serves as a clear indicator of the proper assignment of functional tasks. For administrative work to advance and sustain success, however, it must rely on continuous academic support derived from research in sports management and its applications, which gain their strength from quantitative data and measurement, ensuring objectivity in addressing critical issues in the sports sector. Sports federations are regarded as the primary bodies responsible for developing administrative work in any sport, as they bear responsibility for their teams in all areas (Reda & Saleh, 2018, p.194). The ability to implement functional tasks is closely linked to organizing the work environment and ensuring fair task distribution according to employee specializations (Al-Ibrahimi, 2024, p.11).

Positive workplace attitudes enhance performance, increase job satisfaction, reduce turnover, and support organizational and individual success (Peláez-Fernández et al., 2020, p.2). Research further suggests that differences in mechanisms of coordination and integration among job functions can strengthen organizational structures and role performance (Al-Khafaji & Al-Ghalibi, 2009, p.118), while employees' attitudes toward their work are influenced by multiple factors such as work environment, compensation systems, and management practices, all of which affect their effectiveness and satisfaction (Kim, 2020, p.83).

Comprehensive management approaches today also emphasize employee engagement in daily and strategic processes, fostering collaboration, innovation, and inclusion (Brogan, 2018, p.8). Within this context, leadership vigilance emerges as a crucial trait that enables leaders to maintain awareness, interact effectively with present challenges, and complete assigned duties with minimal errors while pursuing organizational goals (Al-Arifi, 2006, p.118; Al-Anani, 2021, p.83).

Leadership is essentially a process of influencing others to achieve shared goals in a persuasive and respectful manner (Al-Abdulrahman, 2021, p.26), and effective leaders must also be able to delegate authority and support role specialization within their institutions (Čirjevskis, 2021, p.385). Against this background, the present study seeks to construct scales for leadership vigilance and functional task implementation in the management of local volleyball championships, to identify their levels among administrators, and to examine the contribution and impact of leadership vigilance on task execution. The study hypothesizes that leadership vigilance significantly contributes to, correlates with, and influences functional task implementation,

thereby providing scientific evidence to support the improvement of administrative practices and alignment with international standards in sports management.

Methodology

The researcher adopted the descriptive research method using the correlational approach in accordance with the parameters of the current problem under investigation. The research population consisted of the administrators of local volleyball championships for the 2024/2025 sports season, totaling 141 individuals, who represent the community of the two observed phenomena whose opinions were to be explored regarding the present research problem. The entire population (100%) was deliberately selected as the total research sample through a comprehensive enumeration method, after which they were divided into three sub-samples according to the requirements of the current study, as detailed in Table (1).

Table 1. Numerical Description of the Research Population and Its Three Sub-Samples

Community Description	Population (Individuals)	Exploratory Sample	Construction Sample	Application Sample
President and Members of the Central Federation	8	0	4	4
President and Members of Sub-Federations	54	2	26	26
Central Referees Committee	5	0	3	2
Local Referees	25	1	13	11
Club Coaches, Assistants, and Administrators	40	2	19	19
Central Competitions Committee	5	0	2	3
Central Media Committee	4	0	2	2
Total	141	5	69	67
Percentage	100%	3.55%	48.94%	47.52%

Preliminary Preparation of the Scale Items



Following the principles of item formulation and considering the specific context of sports administration as well as the target sample consisting of administrators of local volleyball championships, the researcher developed 22 items for the Leadership Vigilance Scale and 20 items for the Functional Task Implementation Scale. Each item employed a three-point response format: “Always Applies,” “Sometimes Applies,” and “Does Not Apply,” scored on a Likert scale (3, 2, 1) respectively, where higher scores indicated a greater presence of the phenomenon in the respondent.

Validation of Face and Content Validity

The researcher prepared a paper-based questionnaire to collect the opinions of 17 experts in sports management, testing, and measurement in physical education. The two scales were provided to the experts to obtain their agreement on the content, and full consensus (100%) was achieved, with no modifications required to the initial versions. These procedures were carried out between Tuesday, January 7, 2025, and Thursday, January 16, 2025, ensuring the face and content validity of the Leadership Vigilance and Functional Task Implementation Scales.

Pilot Testing of the Scales

The scales were applied to a pilot group of five individuals at the Iraqi Central Volleyball Federation between Sunday, January 19, 2025, and Thursday, January 22, 2025. The objectives were to identify potential obstacles in applying the scales to the main samples and to calculate the average completion time, which was 8 minutes for the Leadership Vigilance Scale and 7 minutes for the Functional Task Implementation Scale.

Verification of Construct Validity (Discriminatory Power – Internal Consistency)

To ensure psychometric adequacy, the scales were administered to the construction sample of 69 individuals between Sunday, January 26, 2025, and Thursday, February 6, 2025. The item scores were coded and statistically analyzed as follows:

Discriminatory Power of the Scales

The extreme groups method was used. After ranking item scores in descending order, the top and bottom 27% were selected, yielding approximately 19 individuals per group. Statistical analysis was then performed using the independent samples t-test for each item of both scales, as presented in Tables (2) and (3).



Journal of Physical Education

Volume 37 – Issue (3) – 2025 Open Access

P-ISSN: 2073-6452, E-ISSN: 2707-5729

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Table 2. *Discriminatory Power Results for the Leadership Vigilance Scale Items*

Item No.	Extreme Groups	Mean	SD	t	Sig.
1	High	2.84	0.375	9.823	0.000
	Low	1.42	0.507		
2	High	2.89	0.315	17.493	0.000
	Low	1.11	0.315		
3	High	2.95	0.229	13.423	0.000
	Low	1.32	0.478		
4	High	2.53	0.513	8.660	0.000
	Low	1.21	0.419		
5	High	2.42	0.507	10.714	0.000
	Low	1.05	0.229		
6	High	2.37	0.496	9.374	0.000
	Low	1.11	0.315		
7	High	2.47	0.513	7.714	0.000
	Low	1.26	0.452		
8	High	2.58	0.507	7.903	0.000
	Low	1.32	0.478		
9	High	2.63	0.496	10.340	0.000
	Low	1.16	0.375		
10	High	2.79	0.419	9.546	0.000
	Low	1.37	0.496		
11	High	2.68	0.478	7.903	0.000
	Low	1.42	0.507		
12	High	2.74	0.452	7.714	0.000
	Low	1.53	0.513		
13	High	2.37	0.496	8.493	0.000
	Low	1.16	0.375		
14	High	2.63	0.496	8.889	0.000
	Low	1.26	0.452		
15	High	2.84	0.375	10.961	0.000
	Low	1.32	0.478		
16	High	2.95	0.229	11.431	0.000
	Low	1.47	0.513		
17	High	2.47	0.513	11.023	0.000
	Low	1.05	0.229		
18	High	2.74	0.452	12.897	0.000
	Low	1.11	0.315		
19	High	2.58	0.507	7.036	0.000
	Low	1.42	0.507		
20	High	2.53	0.513	8.660	0.000
	Low	1.21	0.419		
21	High	2.68	0.478	9.416	0.000
	Low	1.26	0.452		
22	High	2.89	0.315	11.326	0.000
	Low	1.37	0.496		



Note. Item discrimination is considered significant when Sig. < 0.05 at a 0.05 significance level and 36 degrees of freedom.

Table 3. *Discriminatory Power Results for the Functional Task Implementation Scale Items*

Item No.	Extreme Groups	Mean	SD	t	Sig.
1	High	2.79	0.419	8.660	0.000
	Low	1.47	0.513		
2	High	2.84	0.375	13.856	0.000
	Low	1.16	0.375		
3	High	2.89	0.315	11.326	0.000
	Low	1.37	0.496		
4	High	2.47	0.513	7.714	0.000
	Low	1.26	0.452		
5	High	2.37	0.496	9.374	0.000
	Low	1.11	0.315		
6	High	2.63	0.496	8.333	0.000
	Low	1.32	0.478		
7	High	2.42	0.507	6.470	0.000
	Low	1.37	0.496		
8	High	2.53	0.513	8.050	0.000
	Low	1.26	0.452		
9	High	2.58	0.507	9.067	0.000
	Low	1.21	0.419		
10	High	2.74	0.452	8.438	0.000
	Low	1.42	0.507		
11	High	2.63	0.496	7.076	0.000
	Low	1.47	0.513		
12	High	2.68	0.478	6.915	0.000
	Low	1.58	0.507		
13	High	2.84	0.375	9.823	0.000
	Low	1.42	0.507		
14	High	2.58	0.507	7.903	0.000
	Low	1.32	0.478		
15	High	2.79	0.419	9.546	0.000
	Low	1.37	0.496		
16	High	2.89	0.315	9.906	0.000
	Low	1.53	0.513		
17	High	2.42	0.507	9.603	0.000
	Low	1.11	0.315		
18	High	2.68	0.478	10.961	0.001
	Low	1.16	0.375		
19	High	2.53	0.513	6.325	0.000
	Low	1.47	0.513		
20	High	2.47	0.513	7.714	0.000
	Low	1.26	0.452		

Note. Item discrimination is considered significant when Sig. < 0.05 at a 0.05 significance level with 36 degrees of freedom.

Internal Consistency of the Scales

The scores of the construction sample were statistically analyzed using the Pearson correlation coefficient to examine the relationship between each item score and the total scale score to which it belongs. This procedure was conducted to verify the second criterion of construct validity for both the Leadership Vigilance Scale and the Functional Task Implementation Scale. The results of this analysis are presented in Tables (4) and (5).

Table 4. *Internal Consistency of the Leadership Vigilance Scale Based on Item-Total Correlations*

Item No.	Pearson Correlation with Total Score	Sig.	Item No.	Pearson Correlation with Total Score	Sig.
1	0.655*	0.000	12	0.628*	0.000
2	0.492*	0.000	13	0.526*	0.000
3	0.552*	0.000	14	0.804*	0.000
4	0.532*	0.000	15	0.638*	0.000
5	0.693*	0.000	16	0.601*	0.000
6	0.782*	0.000	17	0.742*	0.000
7	0.466*	0.000	18	0.497*	0.000
8	0.595*	0.000	19	0.555*	0.000
9	0.662*	0.000	20	0.521*	0.000
10	0.841*	0.000	21	0.606*	0.000
11	0.704*	0.000	22	0.742*	0.000

Note. All correlations are significant at $p < 0.05$ with $df = 67$, indicating high internal consistency for all items.

Table 5. *Internal Consistency of the Functional Task Implementation Scale Based on Item-Total Correlations*

Item No.	Pearson Correlation with Total Score	Sig.	Item No.	Pearson Correlation with Total Score	Sig.
1	0.876*	0.000	11	0.566*	0.000
2	0.635*	0.000	12	0.551*	0.000
3	0.852*	0.000	13	0.605*	0.000
4	0.545*	0.000	14	0.666*	0.000
5	0.553*	0.000	15	0.678*	0.000
6	0.592*	0.000	16	0.623*	0.000
7	0.551*	0.000	17	0.827*	0.000
8	0.562*	0.000	18	0.644*	0.000
9	0.525*	0.000	19	0.612*	0.000
10	0.658*	0.000	20	0.505*	0.000



Note. All correlations are significant at $p < 0.05$ with $df = 67$ ($n-2$), confirming high internal consistency for all items.

Reliability of the Scales

The researcher verified the reliability of both the Leadership Vigilance Scale and the Functional Task Implementation Scale by statistically analyzing the scores obtained from administering the paper versions of both scales to the construction sample in the previous procedure. Cronbach's alpha coefficient was used to assess internal consistency, yielding a reliability coefficient of 0.914 for the Leadership Vigilance Scale and 0.902 for the Functional Task Implementation Scale, with $df = 67$ and significance level of 0.05.

Normality of the Scales

The scores of both scales were analyzed to examine their suitability for the target sample by assessing the normality of their distribution in the construction sample, as presented in Table (6).

Table 6. Descriptive Statistics and Normality Values for the Two Administrative Scales

Scale Name	Construction Sample (n)	Number of Items	Total Score	Mean	SD	Skewness
Leadership Vigilance of Local Volleyball Tournament Managers	69	22	66	46.64	1.435	-0.562
Functional Task Implementation of Local Volleyball Tournament Managers	69	20	60	48.58	1.418	-0.485

Note. The skewness values indicate that both scales have approximately normal distributions, as skewness values fall within the acceptable range of ± 1 .

Final Versions of the Scales

Upon completing the construction procedures and statistical analyses on the construction sample, both scales were finalized. The Leadership Vigilance Scale has a total score range of 22–66 with a midpoint of 44, while the Functional Task Implementation Scale has a total score range of 20–60 with a midpoint of 40. Higher individual scores on either scale indicate a higher level of the respective phenomenon as perceived by the respondents, who are the managers of local volleyball tournaments.

Main Survey Procedure (Scale Administration)

The main survey was conducted from Sunday, February 9, 2025, to Thursday, February 27, 2025, on the main application sample consisting of 67 participants. The survey directly measured the perspectives of the local volleyball tournament managers regarding the two examined administrative phenomena. Data from the paper versions of both scales were separately processed for analysis.

Statistical Analysis

The data were processed electronically using SPSS to calculate descriptive and inferential statistics. The analyses included percentages, means, standard deviations, independent-samples t-tests, Pearson's correlation coefficients, Cronbach's alpha for reliability, skewness coefficients, one-sample t-tests, and linear regression analysis.

Results

Table 7. *Comparison of the Mean Scores for Each Scale with Its Hypothetical Midpoint*

Scale	Total Score	Hypothetical Midpoint	Mean	SD	Mean Difference	t	Sig.
Leadership Vigilance of Local Volleyball Tournament Managers	66	44	46.87	1.266	2.866	18.527	0.000
Functional Task Implementation of Local Volleyball Tournament Managers	60	40	48.81	1.258	8.806	57.289	0.000

Table 8. *Correlation, Simple Linear Regression, Contribution Percentage, and Standard Error between the Two Scales*

Predictor	Outcome	Pearson Correlation (R)	Linear Regression Coefficient (R ²)	Determination Coefficient	Contribution (%)	Standard Error of Estimate
Leadership Vigilance	Functional Task Implementation	0.963	0.928	0.926	92.6%	0.341

Table 9. *ANOVA Results for the Effect of Leadership Vigilance on Functional Task Implementation*

Predictor	Outcome	Source	Sum of Squares	df	Mean Square	F	Sig.	Significance
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Leadership Vigilance	Functional Task Implementation	Regression	96.911	1	96.911	832.504	0.000	Significant
		Residual	7.567	65	0.116			

Table 10. *Estimates of the Intercept and Slope (Effect) for the Two Scales*

Dependent Variable	Predictor	Beta (β)	Standard Error	t	Sig.
Functional Task Implementation	Intercept	3.95	1.555	2.54	0.013
Functional Task Implementation	Leadership Vigilance	0.957	0.033	28.853	0.000

Discussion

The results presented in Table (7) indicate that the mean scores for both studied phenomena—leadership vigilance and functional task implementation—exceeded the hypothetical mean for each respective scale. Furthermore, as shown in Table (8), leadership vigilance among those responsible for managing local volleyball tournaments positively and proportionally contributes to enhancing the level of functional task implementation. This finding is further corroborated by Table (9), which confirms the high model fit of the regression analysis, and Table (10), which demonstrates the significant effect of leadership vigilance on improving functional task execution.

The researcher attributes these results to the heightened awareness of the external and internal environmental factors among the participants in the application sample. This awareness enabled strategic foresight in their leadership of tournament operations, promoting proactive engagement and leadership vigilance, which translated into enhanced functional task performance. Participants exhibited professional competence, administrative efficiency, and task proficiency within the management framework responsible for executing these tasks. They frequently anticipated potential obstacles, fostering teamwork and collaboration based on clear role definition, non-overlapping authority, and structured accountability. Knowledge sharing among administrators and attention to psychological factors among peers further supported cooperative management within local volleyball tournaments.

As highlighted in the literature, institutions committed to a culture of continuous improvement encourage new ideas, initiatives, and ongoing enhancements in administrative processes, strengthening teamwork and knowledge exchange (Linda, 2016, p. 199). Granting authority to employees fosters commitment, satisfaction, and support for organizational objectives, while ensuring accountability for delegated responsibilities (Ongori, 2009, p. 10). Effective management entails proper scheduling and coordination of tasks (Al-Ajmi, 2013, p. 66), equitable distribution of resources (Atif, 2011, p. 312), and attention to employees' emotional states (Al-



Fahd, 2019, p. 40). Successful leadership influences groups to achieve objectives respectfully and persuasively (Abdel Rahman, 2021, p. 26), enhances motivation, reduces frustration (Al-Saad, 2016, p. 102), and cultivates collaboration while preventing divisive behaviors (Al-Barghouthi, 2021, p. 15). Collectively, these factors explain the observed positive impact of leadership vigilance on the effective implementation of functional tasks in the administration of local volleyball tournaments.

Conclusions

The study concludes that both the Leadership Vigilance Scale and the Functional Task Implementation Scale are valid and reliable tools for assessing the respective phenomena among those responsible for managing local volleyball tournaments. The results indicate that participants demonstrate an acceptable level of leadership vigilance as well as functional task performance. Furthermore, an increase in leadership vigilance is positively and directly associated with enhanced execution of functional tasks, highlighting the significant role of proactive and attentive leadership in improving administrative performance within local volleyball tournament management.

Recommendations

It is essential to focus on specialized measurement of leadership vigilance among those managing local volleyball tournaments, given its critical role in supporting and enhancing the execution of functional tasks in tournament administration. Additionally, providing training and development programs for these administrators is crucial to strengthen their leadership vigilance, which directly contributes to improving the performance of functional tasks and, consequently, advancing the overall effectiveness of the federation's administrative operations.



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Journal of Physical Education

Volume 37 – Issue (3) – 2025 Open Access

P-ISSN: 2073-6452, E-ISSN: 2707-5729

<https://jcope.uobaghdad.edu.iq>



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