

## Building and codifying the administrative empowerment scale for the governing bodies of volleyball federations in Iraq

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### ABSTRACT

The research aimed to build and standardize a measure of administrative empowerment among the administrative bodies of volleyball federations in Iraq.

The researcher adopted a descriptive method with a survey approach, as it is more suitable for the research objectives, aligning with the nature of the study and achieving the desired goals. The research community consisted of (75) individuals, including the presidents and members of the administrative bodies in the Central Federation and the sub-federations of volleyball in Iraq. The sample was selected intentionally using a comprehensive enumeration method, representing 100% of the study community, which consists of the presidents and members of the administrative bodies in the Central Federation and the sub-federations of volleyball, totaling (75) according to the Central Volleyball Federation's records for the year (2024-2025).

The study concluded that the administrative empowerment measure, consisting of (40) items, effectively assesses the administrative empowerment of the administrative bodies in the Central Federation and the sub-federations of volleyball in Iraq.

The presidents and members of these administrative bodies enjoy administrative empowerment. The researchers recommended utilizing the developed measure to identify administrative empowerment among the administrative bodies of volleyball federations in Iraq and to use the measure in administrative guidance to enhance administrative empowerment within these bodies.

**Keywords:** *ethical leadership, managerial empowerment, volleyball federations*

### 1. INTRODUCTION

The world is witnessing many changes and numerous challenges in various fields of life, including the sports field, which requires administrative leadership characterized by the ability to optimally organize human and material resources, as well as planning, directing, and controlling. This is particularly true for the administrative bodies working in volleyball federations, which makes them aware of the significant responsibility placed upon them to improve and develop the game. This can only be achieved with the presence of administrative leaders who are distinguished by integrity, transparency, neutrality, teamwork spirit, fairness in task distribution, and the ability to guide individuals without shirking responsibility and facing various challenges.

Administrative empowerment is considered one of the important methods in modern management as it allows individuals working within the organization a significant space to act, make effective decisions, and take responsibility. This is done by delegating some authorities to lower-ranked human resources, which makes them feel a greater sense of responsibility, positively reflecting on their output and work results. This is considered a delegation of authority, and this delegation in decision-making from the higher authority is an important principle of ethical leadership in managing individuals and groups. Moreover, administrative empowerment in an organization is not merely a distribution of authorities; it is rather a building of mutual trust between management on one hand and employees on the other. It also enhances effective communication across all levels of the organization, which is achieved through optimal investment in training and development programs..

Through this, employees can achieve high levels of administrative empowerment, which in turn positively reflects on the organization's work. Empowerment cannot achieve its goals without an effective system in place. And it includes motivating the employees in the organization

The importance of the research is reflected in understanding administrative empowerment within the administrative bodies of volleyball federations in Iraq.

## 2. RESEARCH PROBLEM

The research problem involves two dimensions: a theoretical dimension and an applied dimension. The theoretical dimension focuses on the lack of real studies on the concept and dimensions of empowerment strategy, while the applied dimension is concerned with measuring the readiness of sports institutions to adopt the empowerment strategy. To the best of the researchers' knowledge, there are no existing measures to address this variable; hence, there is a need for a scale that addresses the dimensions of empowerment to assess the readiness of the administrative bodies of sports federations in volleyball to implement this strategy as a new management approach for organizations today. Given the importance of the administrative empowerment variable, which has been described as a new strategy, the researchers decided to study this dimension to verify the possibility of identifying administrative empowerment among the administrative bodies of volleyball federations in Iraq.

### 1-3 Research Objectives:

- 1- To construct a scale for administrative empowerment among the administrative bodies of volleyball federations in Iraq.
- 2- To identify the administrative empowerment among the administrative bodies of volleyball federations in Iraq.

### 1-4 Research Areas:

1-4-1 Human Domain: Presidents and members of the administrative bodies in the Central Union and the sub-unions of volleyball in Iraq.

1-4-2 Temporal Domain: The period from (16/10/2024) to (6/5/2025).

1-4-3 Spatial Domain: Headquarters of the sub-unions and the Central Union of volleyball.

### 1-5 Terminology Definition:

Administrative Empowerment: It is the process of granting working individuals the confidence, authority, and necessary support to make decisions and confront and solve problems related to their work (Indradevi R:2011:20).

## 3. RESEARCH METHODOLOGY AND FIELD PROCEDURES

### 3.1 Research approach:

Due to the nature of the phenomenon and the set objectives, the researchers must adopt the most compatible methodology to achieve the desired results. The methodology is defined as "the art of correctly organizing a series of numerous ideas in order to uncover an unknown truth, or to prove a truth that others do not know" (Bahi et al.: 65:2013). The researcher chose the descriptive method using the survey approach, as it is more suitable for the research objectives due to its alignment with the nature of the study and its ability to achieve the desired goals. The descriptive method is defined as "the precise depiction of the interrelationships between society, trends, inclinations, desires, and developments, such that the research provides a picture of real life and establishes indicators and builds future predictions" (Jawad, Jassim: 2014: 113)

### 3.2 Research Community and Sample:

The research community is defined as "all the elements of the phenomenon that the researcher studies, or all the individuals or persons or things that constitute the subject of the research problem" (Al-Saadawi, Al-Janabi: 30:2013). The research community included the heads of the members of the administrative bodies of the Central Federation and the sub-federations of the game of football in all provinces of Iraq, totaling (75) members according to the records of the Central Federation for Volleyball for the year (2024-2025). The sample is "that part or model of the community that is selected according to specific scientific rules and methods so that it accurately represents the community" (Al-Khafaji: 2014: 131). The sample was selected using a purposive method through a comprehensive enumeration that represents (100%) of the study community, which consists of the administrative bodies of the volleyball federations in Iraq, totaling (75), thus forming the original community itself. The distribution of the sample is as follows:

- (A)- The exploratory trial sample included (6), accounting for (8%) of the research community.
- (B)- The construction sample included (40), accounting for (53.33%) of the research community.
- (C)- The application sample included (29), accounting for (34.67%) of the research community.

### 3-3 Tools and Devices Used in Research:

#### 3-3-1: Means of Collecting Information and Data:

- 1-
  - Arabic and foreign sources and references.
  - The international information network (the internet).
  - Questionnaire of experts' and specialists' opinions on the validity of the dimensions of the ethical leadership and administrative empowerment scale.
  - Questionnaire of experts' and specialists' opinions on the validity of the scale items.
  - Tests and measurement.
  - Personal interviews.
  - Support team.
- 2- **2-3-2: Tools and Devices:**
  - One (1) Dell computer.
  - One (1) Casio handheld calculator.
  - One (1) Samsung USB flash drive for data storage.
  - One (1) Casio electronic watch.
  - Stationery and office supplies (papers and pens).

### 3-4 Field Research Procedures:

#### 3-4-1 Procedures for Constructing and Standardizing the Administrative Empowerment Scale:

Since one of the objectives of the research is to construct and standardize a scale for administrative empowerment among the administrative bodies of volleyball federations in Iraq, and due to the lack of a local tool that meets the required conditions and is suitable for the research sample, the researchers constructed the scale to achieve this objective. To accomplish this, the researchers followed the prescribed steps in the construction process to obtain a scale characterized by solid methodological foundations, according to the following steps and procedures:

##### 3-4-1-1 Defining the Areas of the Administrative Empowerment Scale:

After reviewing relevant Arab and foreign studies and research, as well as analyzing references, research, and some scales related to the topic of administrative empowerment in the field of sports management and organization, the researchers, in light of these studies and in agreement with the supervising lady, identified (10) dimensions of administrative empowerment, which are (delegation of authority, capability, teamwork, motivation, power sharing, participation in decision-making, commitment, development and training, information sharing, effective communication). These were presented to experts and specialists in the field of sports management, testing, measurement, and sports psychology, totaling (13) experts and specialists. After analyzing the responses using (percentage) (Chi-square), a percentage of (%84.62) and above was adopted, based on a Chi-square value of (6.231) which is significant at a significance level of (0.05), meaning (11) out of (13) experts and specialists, as shown in Table (1).

**Table (1) Shows the percentage and (K2) and the error rate of the agreement among experts and specialists regarding the dimensions of the scale.**

	Fields	Agree	Not agreed.	Percentage	Chi-square	sig*
1	Delegation of authority	13	2	84.62%	6.231	0.002
2	Ability	8	5	61.54%	0.692	0.405
3	Teamwork	13	0	100%	13	0.000
4	Power sharing	9	4	69.23%	1.923	0.166
5	Participation in decision-making	7	6	53.85%	0.077	0.782
6	Motivation	12	1	92.23%	1.923	166.0
7	Development and training	13	0	100%	13	0.000
8	Commitment	9	4	69.23%	1.923	0.166
9	Effective communication	13	0	100%	13	0.000
10	Information sharing	8	5	61.54%	0,692	0.405

### Significant at the level of 0.05

Table (1) shows that there are five dimensions that were excluded based on (percentage) and (Chi-square) that did not reach the required percentage, as the tabulated (Chi-square) value (3.841) is greater than the calculated (Chi-square), and at the significance level (Sig (0.05), these dimensions were excluded, while the remaining dimensions were accepted as their tabulated values were smaller than the calculated ones, which are: (delegation of authority, teamwork, motivation, development and training, effective communication).

### 3-4-1-2 Initial Formulation of the Administrative Empowerment Scale:

After the researchers identified the dimensions of the administrative empowerment scale, the items of the scale were formulated in their initial form by reviewing the literature on administrative empowerment and studies related to the field of sports psychology, management, and organization, as well as benefiting from professors, experts, and specialists in sports management and sports psychology, testing, and measurement, and consulting numerous Arabic and foreign sources and specific studies. The researchers relied on the following rules in formulating the items of the scale:

- "The item should express a clear idea and be open to a single interpretation" (Raja, Nadia: 1989: 134)
- "The item should reflect the axis it was placed in" (Mahmoud, Imran: 1998: 407)
- The language of the item must be clear and easy to understand.

The items of the scale were formulated in their initial form, totaling (51) items.

### 3-4-1-3 Presentation of the preliminary scale to experts and specialists:

After preparing the scale in its preliminary form, the items of the scale were presented to a group of experts and specialists in sports management, sports psychology, and testing and measurement for the purpose of evaluating and judging them in terms of their formulation and validity in measuring administrative empowerment. After the experts and specialists provided their feedback on the scales, the researchers calculated the percentage and Chi-square to identify the differences in opinions among the experts and specialists regarding each item of the scale. It was found that an item agreed upon by (%76.47) or more of the experts and specialists is considered acceptable, which amounts to (13) out of (17), with a Chi-square value of (4.765), which is significant at the level of (0.05). The statistical analysis resulted in the acceptance of (46) items and the deletion of (5) items from the administrative empowerment scale. The experts agreed on the proposed five-point rating scale (Always, Often, Sometimes, Rarely, Never) at a rate of (88.24%) with (15) out of 17. Table (2) illustrates this.

**Table (2) Shows the percentage of experts' and specialists' opinions on the validity of the items of the administrative empowerment scale.**

	Scale phrases	Agree	Not agreed.	Percentage	Chi-square	sig
1	3,4,11,12,13,14,18,23,26,30,36,37, 41,43,47,51	17	0	%100	17	0.000
2	8,10,17,20,27,35,42,46	16	1	%94.12	13.235	0.000
3	1,5,7,19,21,22,28,31	15	2	%88.24	9.941	0.002
4	16,25,32,48	14	3	%82.35	7.118	0.008
6	2,15,24,29,33,39,40,44,50	13	4	%76.47	4.765	0.029
7	6,34,49	7	10	%41.18	0.529	0.467
8	9,45	6	11	%35.29	1.471	0.225

### Significant at the level of 0.05

### 3-4-1-4 Number the instructions for answering the scale items:

The scale instructions serve as a guide for the respondent that can be referred to "in order to ensure correct answers by providing specific instructions for the scale or how to answer its items" (Mahjoub: 2015: 143). The researchers ensured that the scale instructions were simple and understandable for the research sample, where they provided specific instructions for answering the scale items, which included:

- Choose one alternative for each item of the scale.
- Before answering, read the scale items carefully to clearly understand their meaning.
- All items of the scale must be answered, and no item should be left unanswered so that the form is not disregarded.

- (D). Maintain the confidentiality of the information provided by the respondent on the form.  
 (E). The information you provide is for research purposes only.

#### 3-4-1-5 The Pilot Study of the Scale:

Six members from the unions of Dhi Qar and Basra were selected, as these two unions are geographically close to the researcher's residence and easy to contact. The pilot study was conducted on the sample from December 22 to 24, 2024, with the purpose of the study being:

- (A). To assess the clarity of the items and their formulation style.  
 (B). The difficulties that may face the sample during construction and application.  
 (C). The obstacles and problems that the researcher and the assisting team may encounter.  
 (D). The total time taken to answer the scale items.

After the researchers explained how to respond to the scale items by providing a model of how to answer them and giving sufficient time for the sample members to observe and read the scale items, it was found that the statements were easy to understand and appropriate for the sample members. The average time required to answer the scale items ranged from 20 to 30 minutes.

#### 3-4-1-6 Procedures for Applying the Scale to the Construction Sample:

The scale was distributed to a construction sample of (40) members, represented by the heads and members of the administrative bodies in the Central Union and the sub-unions of volleyball in Iraq, during the period (8/1/2025 to 20/2/2025). After collecting and verifying the forms, it was ensured that all items were answered.

#### 3-4-1-7 Method of Correcting the Standardized Paragraphs:

The researchers adopted the five-point scale to obtain the total score for each individual in the sample, where answer alternatives were provided for each paragraph as shown in Table (3).

**Table (3) Shows the answer alternatives and the correction key for the administrative empowerment scale.**

Towards the paragraph	Always	often	sometimes	rarely	never
Positive	1	2	3	4	5
Negative	5	4	3	2	1

#### 3-4-1-8 Statistical analysis of the administrative empowerment scale items:

This procedure aims to reveal the discriminatory power of the items and also the internal consistency of the administrative empowerment scale.

First: The Discriminatory Power of the Scale Items:

The discriminatory power indicates the extent to which individuals can be distinguished based on the different levels or scores they achieve on the scale itself (Al-Khafaji: 2014: 151). Through the statistical analysis of the results from the sample construction, the discriminatory power was calculated using the following steps:

- (A). Sorting the total scores obtained by the respondents in descending order after correcting the scales.  
 (B). Selecting a percentage (27%) for the upper group and a percentage (27%) for the lower group, thus determining (11) forms for the upper group and the same for the lower group.

Calculating the discrimination index for each item of the scale using the (IBM SPSS 23) program, where the statistical analysis resulted in the exclusion of (3) items from the management empowerment scale, and Table (4) illustrates this.

**Table (4) Shows the mean and standard deviation for the upper and lower groups, the calculated t-value, and its significance in calculating the discriminatory power of the management empowerment scale.**

Seque	The upper group		The lower group		Calculated value(t)	sig
	Mean	Standard deviation	Mean	Standard deviation		
1	5.00	0.00	3.36	0.50	10.757	0.000
2	5.00	0.00	2.91	0.83	8.343	0.000

3	5.00	0.00	3.73	0.46	9.037	0.000
4	5.00	0.00	3.91	0.30	12.000	0.000
5	5.00	0.00	3.09	0.53	11.739	0.000
6	5.00	0.00	3.09	0.81	7.618	0.000
7	5.00	0.00	3.00	0.44	14.832	0.000
8	5.00	0.00	3.00	0.44	14.832	0.000
9	5.00	0.00	3.00	0.44	14.832	0.000
10	5.00	0.00	4.73	0.46	1.936	0.067
11	5.00	0.00	3.64	0.50	8.964	0.000
12	5.00	0.00	3.36	0.50	10.757	0.000
13	4.73	0.46	1.18	0.40	19.030	0.000
14	5.00	0.00	3.73	0.46	9.037	0.000
15	5.00	0.00	4.73	0.46	1.936	0.067
16	5.00	0.00	2.64	1.12	6.999	0.000
17	5.00	0.00	3.82	0.40	9.690	0.000
18	5.00	0.00	3.36	0.505	10.757	0.000
19	5.00	0.00	3.73	0.467	9.037	0.000
20	5.00	0.00	3.36	0.505	10.757	0.000
21	5.00	0.00	3.18	0.60	10.00	0.000
22	5.00	0.00	2.82	0.60	12.00	0.000
23	5.00	0.00	3.27	0.78	7.286	0.000
24	5.00	0.00	2.55	0.68	11.840	0.000
25	5.00	0.00	2.73	0.64	11.656	0.000
26	4.91	0.30	2.36	0.80	9.778	0.000
27	4.55	0.52	1.55	0.52	13.472	0.000
28	5.00	0.00	3.27	0.64	8.859	0.000
29	5.00	0.00	2.73	0.64	11.656	0.000
30	5.00	0.00	3.27	0.46	12.264	0.000
31	5.00	0.00	4.64	0.67	1.789	0.089
32	4.91	0.30	2.27	0.78	10.384	0.000
33	5.00	0.00	2.45	0.68	12.279	0.000
34	5.00	0.00	2.73	0.64	11.656	0.000
35	5.00	0.00	2.36	0.80	10.808	0.000
36	4.45	0.52	2.55	0.68	7.334	0.000
37	4.82	0.40	2.45	0.68	9.827	0.000

38	5.00	0.00	2.82	0.40	17.889	0.000
39	4.82	0.40	3.00	0.00	14.907	0.000
40	5.00	0.00	2.82	0.40	17.889	0.000
41	5.00	0.00	2.91	0.30	23.000	0.000
42	5.00	0.00	3.73	0.46	9.037	0.000
43	5.00	0.00	3.18	0.40	14.907	0.000
44	5.00	0.00	3.64	0.67	6.708	0.000
45	5.00	0.00	2.45	0.68	12.279	0.000
46	5.00	0.00	2.91	0.70	9.898	0.000

Significant at the level of 0.05

Secondly: The internal consistency coefficients for the scale items:

Consistency was calculated through the Pearson correlation coefficient between the score of each item and the total score of the dimension to which it belongs, as well as the score of each item with the total score of the administrative empowerment scale. The analysis resulted in the exclusion of (3) items and the acceptance of (43) items, as shown in Table (5).

**Table (5) Shows the values of the internal consistency coefficient between the item and the total score of the dimension and between the item and the total score of the managerial empowerment scale.**

	(R) Between the paragraph and the total degree	(R) Between the item and the total score of the scale.		(R) Between the paragraph and the total degree	(R) Between the item and the total score of the scale.
1	0.715**	0.609**	23	0.798**	0.724**
2	0.618**	0.480**	24	0.591**	0.434**
3	0.480**	0.2440	25	0.450**	0.378*
4	0.477**	0.2380	26	0.814**	0.622**
5	0.792**	0.596**	27	0.787**	0.628**
6	0.613**	0.563**	28	0.452**	0.480**
7	0.721**	0.749**	29	0.686**	0.589**
8	0.768**	0.730**	30	0.709**	0.465**
9	0.734**	0.566**	31	0.812**	0.685**
10	0.656**	0.611**	32	0.841**	0.617**
11	0.709**	0.400*	33	0.866**	0.689**
12	0.334**	0.315*	34	0.778**	0.646**
13	0.574**	0.400*	35	0.682**	0.656**
14	0.634**	0.353*	36	0.693**	0.606**
15	0.690**	0.342*	37	0.854**	0.776**
16	0.448**	0.527**	38	0.870**	0.757**
17	0.686**	0.446**	39	0.389	0.287
18	0.706**	0.451**	40	0.605**	0.435**

19	0.736**	0.706**	41	0.544**	0.550**
20	0.742**	0.694**	42	0.847**	0.773**
21	0.597**	0.609**	43	0.715**	0.625**
22	0.864**	0.681**			

\*\* The symbol indicates that the correlation is significant at the significance level of (0.01)

\* The symbol indicates that the correlation is significant at the significance level of (0.05)

### 3-4-1-9 The Scientific Foundations of the Administrative Empowerment Scale:

In order to ensure the validity of the tests and achieve the most accurate results, the researchers must subject the tests to scientific foundations, which are represented by validity and reliability. Sami Mahmoud states, "Tests are a means to evaluate performance and compare its levels with its objective goals, and they must have high rates of validity, reliability, and objectivity" (Sami Muhammad: 2000: 252).

**First: Validity:** The researchers relied on two types of validity for the management empowerment scale, which are:

(A). Apparent validity: This type of validity helps to determine the extent to which the idea or reality of the test or scale accurately and objectively represents the concept, and to know whether the test or scale measures a specific aspect of the phenomenon or measures all of it, i.e., "the extent to which its content matches what it intends to measure, and it is determined by the opinions of experts and specialists in the field that the test attempts to measure" (Eisawi: 51: 1971). This type of validity was achieved when the researchers presented the scale to a group of experts and specialists in the field of sports psychology, testing, measurement, management, and organization to determine the dimensions and items of the scale, as shown in Table (1)(2).

(B). Construct validity: The validity of this construct was verified through statistical analysis of the scale items by determining the discriminative power using the two extreme groups, and the internal consistency of the scale items. It was relied upon to retain items with high and acceptable discrimination, leading to the exclusion of (3) items with discriminative power. As for internal consistency, the results showed that (3) items were excluded, as illustrated in Tables (4) and (5).

### Secondly - Scale Reliability:

The researchers used the split-half method (odd and even) to calculate the reliability of the scale by extracting the Pearson correlation coefficient, which reached a correlation coefficient of (0.981) between the halves of the scale. This value reflects the correlation coefficient of the half scale, and to obtain the overall reliability coefficient of the scale, the Spearman-Brown formula was used

**Spearman-Brown formula =  $2 \times \text{correlation coefficient} / (1 + \text{correlation coefficient})$**

After the correction, the stability coefficient became (0.997), which is a correlation coefficient that can be relied upon to estimate the stability of the entire scale.

### Thirdly - Objectivity:

"Objectivity means being unbiased, and something based on external facts rather than subjective ones that others can verify. When applying the test, we must ensure that there is no discrimination in the application process" (Ahmed Awda: 154:2000).

After responding to the administrative empowerment scale according to the fixed and defined five-point rating scale, the condition of objectivity has been achieved. Thus, the administrative empowerment scale in its final form is ready for application and consists of (40) items in both positive and negative directions, with the response score ranging between (40-200) points.

### 3-5 Torsion coefficient:

To determine the extent to which the responses of the construction sample are close to or far from the normal distribution, the researchers calculated the skewness coefficient (-0.319). The value of the skewness coefficient for the administrative empowerment scale was within the normal limits of skewness, as the skewness coefficient in a normal distribution equals zero, and it increases in kurtosis as the value approaches (3+) or (3-) or exceeds it. (Al-Tikriti, Al-Obaidi: 42: 1996) This indicates that the sample structure was distributed close to a normal distribution

### 3-6 Main Research Experiment:

The scale was distributed to a sample of (26) members consisting of heads and members of the administrative bodies in the Central Union and the sub-unions of volleyball in Iraq for the period from (3/5/2025 to 4/8/2025). It was confirmed that all the questionnaires were answered.

## 2-7 Statistical Methods Used in the Research:

The researcher used the (Excel) program for data entry and simplification, and the statistical package (IBM SPSS 23) to extract the following methods (percentage, Chi-square, mean, standard deviation, simple correlation coefficient, Spearman-Brown coefficient (for split-half), independent samples t-test, skewness, linear regression).

### 1- Presenting the results of the management empowerment scale, analyzing them, and discussing them:

**Table (6) Shows the statistical indicators of the administrative empowerment scale.**

The scale	Number of phrases	Mean	Standard deviation	he hypothetical medium	wist factor	Calculated value(t)	sig
Administrative Empowerment	40	155.00	13.42	120	0.287	13.293	0.000

Table (6) shows the scores of the overall administrative empowerment scale, where the mean was (155.00) and the standard deviation was (13.42). The skewness coefficient was (0.287), indicating that the scores of the research sample were distributed close to a normal distribution. When comparing the mean scores of the research sample with the hypothetical mean of the scale, which is (201) points, it is evident that the mean score is higher than the hypothetical mean of the scale, indicating that the research sample enjoys administrative empowerment. For the purpose of evaluating statistical differences, a one-sample T-test was used, where the calculated value of (t) was (13.293) with a degree of freedom of (25).

The researcher attributes that the individuals in the research sample enjoy administrative empowerment, whether as trainers or former referees, which has given them a deep understanding of the needs of players, coaches, referees, the general authority, and the staff in the federation. Additionally, the small number of staff in volleyball federations, where the central federation has (11) members and the sub-federation has between (3) to (5) members, drives the federation to delegate many responsibilities to the members, enhancing their administrative empowerment. Many federation members were former players, thanks to an environment that supports the application of administrative empowerment in terms of freedom and effective participation in decision-making and implementation. The frequent involvement in decisions and their application helps members to develop and train their administrative capabilities. To encourage members and elevate their performance levels, it is essential to provide motivational elements, both moral and material, which are factors in establishing positive behavior and enhancing job commitment. This would not be achievable without effective communication that allows free access to information between the leadership and the other members of the federation, facilitating the exchange of information and ideas among members, which contributes to the decision-making process and supports collective participation. Teamwork enhances cooperation among members and enables the execution of duties and tasks in a short time and with high efficiency through members' collaboration in implementing administrative decisions.

## 4. CONCLUSION

Based on the results reached by the researchers, the heads and members of the administrative bodies in the Central Federation and the branch federations of volleyball in Iraq enjoy administrative empowerment. The administrative empowerment scale, consisting of 40 items, was developed to assess the administrative empowerment of the administrative bodies in the Central Federation and the branch federations of volleyball in Iraq.

The researchers also recommended:

- (A) - To benefit from the scale designed to identify the administrative empowerment of the administrative bodies of the volleyball federations in Iraq.
- (B) - To use the scale in administrative guidance to enhance the administrative empowerment of the administrative bodies of the volleyball federations in Iraq.
- (C) - The necessity of conducting workshops or specialized lectures by an expert in management science to raise the level of administrative empowerment among the administrative bodies of the volleyball federations in Iraq

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