

# *Strategic leadership and moral values and their Relationship to organizational performance among the personnel of sports stadium security in Iraq*

<sup>1</sup>Saad Luaipi Fahad Ali Al-saedi; <sup>2</sup>Prof. Dr. AYAD NASER HUSSEIN;

<sup>3</sup>Asst. Prof. Dr. Ali Hussain Ali

## **Abstract**

*The study aimed to build three measures of strategic leadership, ethical values and organizational performance of employees of sports stadium security in Iraq, to identify the reality of strategic leadership, ethical values and organizational performance, and to identify the nature of the correlation between strategic leadership and moral values with their organizational performance. Strategic leadership and ethical values in the organizational performance of employees of sports stadium security in Iraq, and the descriptive research method was adopted in the method of relational relations, on a sample of employees of sports stadium security (leaders responsible for ranks), They are the ones who are continuing to organize the maintenance of security and its departments in the stadiums of the Ministry of Youth and International Sports for the sports season (2019-2020), whose number is (592) affiliates, for the period from (12/30/2019 to 2/2/2020), they were all chosen as a total sample. By (100%), then it was divided into three samples (building, exploratory, application) according to the research requirements, and after completing this construction according to sequential systematic steps, the three measures were applied in five governorates (Baghdad, Karbala, Basra, Najaf and Maysan) After processing the study data using the SPSS-V26 system, the researcher concluded that the measures of strategic leadership, ethical values, and organizational performance are suitable for what was built for in the measurement from the point of view of the security personnel of sports stadiums in Iraq. It enjoys the conditions for accepting measurement tools in sports management, and its affiliates possess an acceptable level of strategic leadership, ethical values, and organizational performance that enable them to manage and organize the security aspect in matches that take place in Iraqi sports stadiums. The level of moral values is linked to the level of their organizational performance areas with a high positive relationship. The strategic leadership and ethical values influence and influence their organizational performance positively. The researcher recommends that it is necessary to work to support the Ministry of Interior's policy in enabling the employees of the security of sports stadiums in Iraq to increase leadership The strategy and moral values of the affiliates because of their positive and important role in increasing the level of effectiveness of organizational performance, It is necessary for those in charge of managing sports stadium security affiliates' courses to review their approved vision of graduating courses, to increase the level of effectiveness of the scientific and technical capabilities of their outputs based on the results of this study. To deliver lectures within the developmental sports stadium security affiliates' courses, and the Ministry of Interior must pay attention to support the efforts of academic researchers in the fields of physical education and sports sciences seeking to improve the level of security personnel of sports stadiums in Iraq.*

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<sup>1,2,3</sup> Karbala University/ College of Physical Education and Sports Science

**Keywords: Strategic leadership, Moral values, Organizational performance, sports, Iraq**

### **Introduction**

The interest of the science of sports management science has increased recently in studying the concept of strategic leadership to move from traditional patterns of leadership to more modern and effective leadership styles. The leadership style is the style or way in which the leader deals with his followers and is the main factor in the success or failure of institutions in general in order to reveal its levels with institutions and determining the capabilities of those institutions on their strategic leadership to help them meet the requirements of the leadership of that institution with different work situations and to know the extent of its relationship achieved at the level of organizational performance, in addition to the extent of the relationship of strategic leadership with moral values as a behavioral factor and what is the link between ethical values and organizational performance in institutions where came the attention of science DONC psychology in the last quarter of the last century to study the role of moral values , which they see as an important factor associated with the support of the leadership strategy and organizational performance of the institutions because of their relationship to strengthen yeh to build and strengthen the qualities of Akhlaekaya the virtuous leaders And the subordinates to improve the organizational performance of institutions. (Walker0.2017), in the light of the foregoing, the importance of research venerates t in the study of leadership strategy and birth of the values leaders and employees of the security of sports stadiums in Iraq and how Alaguet are organizational performance for leaders and employees of the security of sports stadiums in Iraq , it is here came t motivated search for To find out about the strategic leadership and ethical values enjoyed by leaders and employees of sports stadium security and what is the relationship between them and organizational performance in accordance with the latest contemporary concepts of leadership and its adaptation to the Iraqi environment, as well as to enrich knowledge and enrich the library and students in the field of management and psychology in the subjects of strategic leadership and It evaluates morality and organizational performance, as well as drawing attention to the research community ( leaders and members of the security of sports stadiums), which has not been subjected to a previous study to the best of the knowledge of the researcher in Arab Studies( Waheeb, 2010 ) .

### **Methodology**

Research methodology: The nature of the problem discussed necessitated the adoption of a descriptive approach, which is defined as “the methodology of studies concerned with evaluating trends, or seeking to find points of view, or aiming to collect demographic data on individuals, or aiming to identify working conditions and means” (Abdullah Al-Rahman, 2013)

In a way that suits the achievement of the objectives for the solutions to the research problem, the researcher adopted the method of correlational studies from this descriptive approach, which is defined as "research that seeks to try to determine the relationship between two or more measurable variables” (Muhammad, 2017)

**Research community and its samples:** “The general rule indicates that if a research sample is selected that represents a community that can be reached, then the conclusions from the sample can be generalized to that community,” states (Donald Arie). (Donald, 2013)

The problem of the study imposed the adherence to the limits of the research community in this type of studies in accordance with each of the three observed phenomena, and accordingly, the study research community is

determined by the members of the sports stadium security (the leaders responsible for the ranks), who are continuing in their time in organizing the maintenance of security and its departments in Playgrounds for the Ministry of Youth and International Sports

For the sports season (2019-2020) of (592) individuals, and they are distributed by nature on five international stadiums in the capital Baghdad and some governorates of Iraq, they were dealt with as one community for the problem of this research, and as their description was shown in Table ( 1 ) : -

**Table (1) shows the description of the limits of the research community and the numerical values of the administrative formations in detail**

Administrative formation of security personnel for sports stadiums		Governorate	Number			
Officers		Number				
Commissioners		The number of Chief Sergeants	Total			
People's International Stadium		Baghdad	10	50	60	120
Karbala International Stadium		Karbala	10	50	60	120
Basra International Stadium		Basra	10	50	60	120
Najaf International Stadium	Najaf	10	50	60	120	592

The researcher chose the total research sample in the deliberate manner for all individuals from this community at a rate of (100%). The reasons for the researcher's direction to their study are that they are the community of the study problem themselves as mentioned, and for the ease of contacting them to ensure their continued presence by virtue of adherence to the official working hours, and they achieve the required purposes in Various study procedures.

The nature of the descriptive study that adopts measurement tools targeting the opinions of this sample requires analyzing their common characteristics in accordance with the requirements of the study and its specificity on the one hand, and for the purpose of building measures that take into account the differences in their ranks and the length of their service, as well as their academic achievement, on the other hand, in order to guide the paragraphs of these measures By including vocabulary that accommodates or takes into account these differences, and since the nature of the study focuses on the administrative and professional security work of these individuals, as they are responsible for the safety and security of the stadiums, as their chronological age, which ranges between (20-57), and a period of service from (4- 33) The year of my birth and academic achievement from primary to bachelor's degree, and the requirements for building and applying the three standards in sports administration imposed the division of this total sample into three samples, taking into account the proportion and proportionality of the administrative formations and their different ranks considering that the specificity of the study targets their security administrative work in these sports formations And not their military ranks , as follows- :

**The construction sample (the sample of the statistical analysis of the three measures):** The methodological procedures for this sample are determined by the steps required to conduct the statistical analysis for constructing each of the three measures, as there are many theories dealing with determining the number of the construction sample. The concepts of these theories are related to that each paragraph has a specific set of Individuals in societies that are open in number, and in this limited number society, the researcher relied on the determinants of measurement and evaluation in building scales of the type of paper and pen also in line with the specificity of his study, so that its methodological procedures depend on the scientific foundations. Recalling(Lenk & Wiersma)According to Waheeb Majeed, “The sample size for paragraphs analysis should not be less than (300) people” ( Waheeb, 2010 )

By adhering to the determinants of this number, the number of the three scales building sample reached (300) individuals, representing (50.676%) of the parent community. They were randomly selected from the total sample, and as shown in Table (2) and shown in Fig. (4) the aforementioned , as well as Mentioned ( Walker) "In our design of measuring tools, we often resort to increasing the building samples to be larger than the study sample, because it is possible to measure smaller samples by means of it.

**The exploratory sample (the three-scales trial sample: (The methodological procedures for this sample are determined by experimenting with the three scales in a survey, without any statistical treatments for their data, as they were randomly selected from the total sample so that they number (10) individuals representing (1.689%) of the parent community, as shown In Table (5) and illustrated in Figure (4) the following mentioned.**

**The main sample) application sample for the three measures :**(After determining the numbers and random selection of the constructive and exploratory samples, the remainder of the total sample is for the application of the three measures, as their number reached (282) individuals representing (47,635%) of the parent community, and as shown in the table (5) It is illustrated in Figure 4 below.

**Table (2) shows the description of the numerical values and percentages of the distribution of the three research samples**

The administrative formation and the number of the total sample		Number of building sample personnel (statistical analysis)	The number of the exploratory sample	The number of members of the main application sample
The stadium	The number of individuals			
International people	120	60	2	58
Karbala International	120	60	2	58
Basra International	120	60	2	58
Najaf International	120	60	2	58

Maysan International	112	60	2	50
Total	592	300	10	282
percentage	100%	50.676%	1.689%	47.635%

**The means and devices used in the research:** a hand scientific calculator of type (Sony 1) Korean-made. Laptop device (Laptop) Type (Lenovo Chinese-made number (1) Electronic stopwatch type (Time op (1) Chinese-made, **Determination of the phenomena studied** :The researcher relied on the scientific observation tool as a research problem, and he did not use measurement in this diagnosis, and according to the researcher's experience limits in using the observation tool, he needs scientific support to initiate the study of phenomena, and it is imperative to obtain this support is the convergence of concepts and their interactions with some of the participants. Its meanings in sports management, and thus the researcher presented it to the members of the scientific committee formed at the University of Karbala / College of Physical Education and Sports Sciences \* and they agreed by (100%) on each of the following phenomena ) :strategic leadership, moral values, and organizational performance ( to be the study variables Chairperson.

**Steps to build the three measurement scales:** The reasons for this construction of the three measuring tools are represented in this research for reasons related to the lack of a specialized scale for each of the three phenomena aimed at measuring the opinions of the employees of the security of sports stadiums in Iraq , as well as the specificity of knowledge of the relationships in this study and its specialization in sports management In order to achieve this endeavor in this procedure, the researcher took sequential steps, taking into account the principle of economics in the procedures of scientific research, so that work in this construction would be one in the procedures and separate in the statistical treatments for each

**Determining the goal of each scale and naming it :**In this determination the researcher relied on the agreement of the members of the scientific committee formed at the University of Karbala / College of Physical Education and Sports Sciences mentioned that the name of each scale is identical with its phenomenon and identical with the goal of the measurement as follows- :

- 1- A measure of strategic leadership for the personnel of sports stadium security in Iraq.
- 2- The measure of moral values of the security personnel of sports stadiums in Iraq.
- 3- The organizational performance measure of the security personnel of sports stadiums in Iraq.

**Preparing the areas of the three scales and determining their validity:** By adopting the reference framework for each of the three phenomena in the theoretical framework of this study, the researcher designed a survey questionnaire \* 21 academic specialists \*\*, and included a group of areas for each of the two measures of strategic leadership and organizational performance in order to Getting their agreement on it.

**Table ( 3 ) shows the agreement of academic specialists on the areas of the strategic leadership scale**

T	Initial fields	The agreement to name it				
And accreditation	Number of concurers	The number of variants	The percentage of agreement	Notes		
1	Determine the strategic direction	Himself	21	0	100%	Acceptable
2	Exploiting and investing strategic capabilities and talent	Investing the strategic potential of employees	20	1	95.238%	Acceptable
3	Analyzing the internal and external environment	_____	4	17	19.048%	Unacceptable
4	Human capital development	Personnel development	18	3	85.714%	Acceptable
5	Supporting and promoting culture with ethical practices	Support education in ethical practices	19	2	90.476%	Acceptable
6	Implement balanced regulatory oversight	Himself	21	0	100%	Acceptable

Number of academic specialists (21)

Table ( 4 ) shows the agreement of academic specialists on the fields of organizational performance scale

T	Initial fields	The agreement to name it And accreditation	Number of concurers	The number of variants	The percentage of agreement	Notes
1	Future vision	_____	3	18	14.286%	Unacceptable
2	Job Satisfaction	Himself	19	2	90.476%	Acceptable
3	Organizational commitment	Himself	21	0	100%	Acceptable

4	Scientific and technical capabilities	_____	4	17	19.048%	Unacceptable
5	Innovative thinking skills	Himself	18	3	85.714%	Acceptable
6	Extra floor behaviors	Himself	21	0	100%	Acceptable

**Number of academic specialists (21)**

From noting the results of the agreement mentioned in the two tables (6) And the (7) That the measure of strategic leadership has become (5) Domains separated from each other after deletion (2) Two fields of it and a naming adjustment)3(Areas of it, while the organizational performance measure has become (4) Domains separated from each other after deletion)2There are two fields of it, and this procedure was for the period of time extending from (12/31/2019 to 1/5/2020), after this procedure would be the preparation and inclusion of paragraphs for the standards. Daoud and Kathem assert that "the fields, dimensions, axes, or sections are approved for measuring tools after they cover the concept or theory and achieve an agreed percentage (80%) And more than the experts according to the opinion of the scholar Bloom. " (Daoud, 2019)

**Table (5) shows the structure of the three measures in its initial form**

the scale	Agreed separate areas	Number of paragraphs	Paragraphs answer alternatives	Correction key	border Total marks
Strategic leadership	Determine the strategic direction	6	Always, Sometimes, Start	3- 18 3- 18 3- 18 3- 18 3- 18	3- 18
	Investing the strategic potential of employees	6			3- 18
	Personnel development	6			3- 18
	Support education in ethical practices	6			3- 18
	Implement balanced regulatory oversight	6			3- 18
<b>Total</b>		30	3	3	30-90
Moral values		26	Always, Sometimes, Start	3, 2, 1,	26-78

<b>Total</b>		26	3	3	26-78
Organizational performance	<b>Job Satisfaction</b>	5	Always, Sometimes, Start	3- 15 3- 18 3- 15 3- 15	3- 15
	<b>Organizational commitment</b>	6			3- 18
	<b>Innovative thinking skills</b>	5			3- 15
	<b>Extra floor behaviors</b>	5			3- 15
<b>Total</b>		21	3	3	21-63

**The apparent and logical honesty of the three scales paragraphs:** Sundus and Saeed stated that “honesty is one of the most important characteristics in comparison with other characteristics due to its relevance to the goal or objectives that the measuring tool is expected to achieve, and to the extent of its connection with the type and importance of the decision that will be taken accordingly.” ( Sundus, 2014 ), for the purpose of verifying the apparent validity of each measure as a whole and its instructions, and verifying the logical truthfulness of formulating phrases and substitutes for each of its paragraphs, the researcher has included the three measures in their initial form in opinion questionnaires \* prepared for this purpose, and then presented to specialists Academics \*\* to obtain the percentage of their agreement on each of them according to what the scientist (Bloom) has determined in adopting its percentage (80%) or more, and this procedure was for the period from (12/1/2020 until 16/1/2020), and the results were to amend and accept the paragraphs Without deleting or merging as shown in the tables ( 5), And the(6), And the(7)The following: -

**Table ( 5 ) shows the results of the agreement on the apparent and logical honesty of the paragraphs of the scale of strategic leadership**

T	Number of concurers	The percentage of agreement	T	Number of concurers	The percentage of agreement	T	Number of concurers	The percentage of agreement
1	28	90.325%	11	27	87.097%	21	30	96.774%
2	31	100%	12	28	90.325%	22	27	87.097%
3	29	93.548%	13	27	87.097%	23	31	100%
4	27	87.097%	14	27	87.097%	24	27	87.097%
5	30	96.774%	15	28	90.325%	25	29	93.548%
6	31	100%	16	27	87.097%	26	28	90.325%
7	29	93.548%	17	25	80.645%	27	27	87.097%
8	26	83.871%	18	27	87.097%	28	28	90.325%
9	28	90.325%	19	27	87.097%	29	28	90.325%
10	28	90.325%	20	28	90.325%	30	27	87.097%



**Table ( 6 ) shows the results of the agreement on the apparent and logical validity of the moral values scale paragraphs**

T	Number of concurers	The percentage of agreement	T	Number of concurers	The percentage of agreement	T	Number of concurers	The percentage of agreement
1	29	93.548%	10	27	87.097%	19	28	90.325%
2	29	93.548%	11	29	93.548%	20	27	87.097%
3	27	87.097%	12	31	100%	21	28	90.325%
4	27	87.097%	13	26	83.871%	22	31	100%
5	31	100%	14	29	93.548%	23	26	83.871%
6	26	83.871%	15	29	93.548%	24	30	96.774%
7	30	96.774%	16	31	100%	25	27	87.097%
8	27	87.097%	17	27	87.097%	26	28	90.325%
9	26	83.871%	18	26	83.871%			

**Number of academic specialists (31)**

**Table ( 7 ) shows the results of the agreement on the apparent and logical honesty of the organizational performance measurement paragraphs**

T	Number of concurers	The percentage of agreement	T	Number of concurers	The percentage of agreement	T	Number of concurers	The percentage of agreement
1	27	87.097%	8	27	87.097%	15	28	90.325%
2	26	83.871%	9	28	90.325%	16	29	93.548%
3	28	90.325%	10	25	80.645%	17	27	87.097%
4	28	90.325%	11	27	87.097%	18	28	90.325%
5	30	96.774%	12	30	96.774%	19	25	80.645%
6	29	93.548%	13	26	83.871%	20	28	90.325%
7	28	90.325%	14	27	87.097%	21	27	87.097%

**Number of academic specialists (31)**

Shows the results of the tables (9), And the(10), And the(11That the number of paragraphs of each of the three measures was kept without deleting any of them.

**The validity of the structural composition of the three scales:** After the arbitrators of academic specialists agreed on the image of each of the three scales, in appearance and logic, the researcher applied the image of each of them to

the construction sample for analyzing statistically the data of the paragraphs of (300) individuals, for the purpose of accrediting the internal validity of the degrees This sample is for both paragraph discrimination strength and internal consistency to verify the validity of each scale from internal sources. (Salah, 2014)

**Table (8) shows the results of the discriminatory ability of the congenital values scale paragraphs**

The paragraphs	N	the group	s	+P	)V) Computed	Degree (Sig)	indication	Discrimination
1	81	Supreme	2.96	0.19	22.909	0.000	D.	Characteristic
	81	The world	1.74	0.441				
2	81	Supreme	2.99	0.111	24,577	0.000	D.	Characteristic
	81	The world	1.73	0.448				
3	81	Supreme	2.95	0.218	22.073	0.000	D.	Characteristic
	81	The world	1.72	0.454				
4	81	Supreme	2.94	0.242	21.393	0.000	D.	Characteristic
	81	The world	1.70	0.459				
5	81	Supreme	2.96	0.19	22.791	0.000	D.	Characteristic
	81	The world	1.69	0.465				

**Constancy of the Three Scales:** Mention mr Mohammed D. that Persistence "specializes With a range Trust Degrees Which We get on her From Implementation the scale Meaning that These degrees or Results Must be Except Affected By factors Which Return to me Errors coincidence, He is Means Accuracy the scale Or its consistency, If happened The same The individual On The same Class or What J near Of which at The same scale then we Half the test or the scale at this is Case that On Degree High From Continuity T .." (El-Sayed, 2006)

The researcher verified the consistency of each scale by relying on the degrees of its application on the building sample of (300) individuals in the formative validity procedures themselves, given that the paragraphs were not deleted or their number differed, by the half-segmentation method (Split half(For each scale separately, so that the first part of the Strategic Leadership Scale contains the individual sequences that reached) 15(Paragraph, and the second part contains the paragraphs of an even sequence, which amounted to)15(Paragraph , and the first part of the moral values scale contains the paragraphs with individual sequences that reached)13(Paragraph, and the second part contains the paragraphs of an even sequence, which amounted to)13(Paragraph , and for the two conditions to be equal in each of these two measures, the Getman formula was used )Guttman LA( Based on calculating discrepancies in individual and marital paragraphs to extract statistical coefficients of stability, as for the measure of organizational performance , the first part contains the paragraphs with individual sequences that reached)11(Paragraph, and the second part contains the paragraphs of an even sequence, which amounted to)13(Paragraph and here the two parts are not equal, so that the researcher can verify the stability with a correlation coefficient) HorstAs indicated in Table ( 9 ) : -

**Table (9) shows the two values of the reliability coefficient of the three measures**

T	The name of the scale	Number of paragraphs	Coefficient value (Guttman LA)	Coefficient value (Horst)	Degree (Sig)	Moral engagement	Notes
1	Strategic leadership	30	0.813	-	0.000	moral	Steady and high
2	Moral values	26	0.859	-	0.000	moral	Steady and high
3	Organizational performance	21	_____	0.868	0.000	moral	Steady and high

**N = 300 Degree of freedom n - 2 = (298(Level of significance)0.05), Significant if it is a degree (Sig) ≥ (0.05)**

Shows the results of the table) 20The values of the stability coefficients for each of the three measures are high, and thus they are acceptable for adopting measurement tools in sports management.

### Results

According to achieve research goals and what I suppose its researcher, and after the completion of the application of the final images for each of the standards of the three on the sample application of the member of the security of sports stadiums (officials, leaders from the ranks) of the number (282) member, presents the researcher results of statistical treatment tables and graphic formats And then discussing and supporting it with what came from scientific sources and academic studies.

**Presenting the results of the reality of the strategic leadership of the sports stadium security personnel :** The researcher presents the results of the responses of the application sample individuals on the overall strategic leadership scale, and then details for each area of the scale as shown in Table (10)

**Table (10) shows the statistical features of the strategic leadership scale compared to the hypothetical mean of the scale**

The name of the scale	Number of paragraphs	The total score of the scale	Hypothesis	Arithmetic mean	standard deviation	(V) Computed	Degree (Sig)	indication
<b>Strategic leadership</b>	30	90	60	63.66	11.065	78.403	0.000	D.

**Unit of measure (degree) n = 282 Degree of freedom) 281)Level of significance(0.05( D if it was) Sig (>) 0.05(**

**Presentation of the results of the moral values of the sports stadium security personnel :** Below is the results of the responses of the application sample individuals on the total congenital values scale, and as shown in the table (11)

**Table (11) shows the statistical parameters of the congenital values scale in comparison with the hypothetical mean of the scale**

The name of the scale	Number of paragraphs	The total score of the scale	Hypothesis	Arithmetic mean	standard deviation	(V) Computed	Degree (Sig)	indication
Take Moral Yum	26	78	52	53.08	4.197	4.328	0.000	D.

Unit of measure (degree) n = 282 Degree of freedom) 281)Level of significance(0.05( D if it was) Sig (>) 0.05(

### Conclusions

In light of the researcher's findings of the study variables, he concluded the following- :

- 1- Standards of strategic leadership, ethical values and organizational performance are suitable for what they were built for in measurement from the point of view of the personnel of the security of sports stadiums in Iraq, and have the conditions for accepting measurement tools in sports management.
- 2- Sports stadium security personnel in Iraq possess an acceptable level of strategic leadership that enables them to manage and organize the security aspect in matches that take place in Iraqi sports stadiums.
- 3- Sports stadium security personnel in Iraq possess an acceptable level of moral values that enable them to manage and organize the security aspect in matches that take place in Iraqi sports stadiums.
- 4- Sports stadium security personnel in Iraq possess an acceptable level of organizational performance that enables them to manage and organize the security aspect in matches that take place in Iraqi sports stadiums.
- 5- The level of strategic leadership areas is linked to the level of organizational performance areas for personnel of sports stadium security in Iraq, with a high positive relationship.
- 6- The level of moral values is related to the level of organizational performance areas for the personnel of the security of sports stadiums in Iraq with a high positive relationship.
- 7- The strategic leadership and moral values are linked, contribute, and influence the organizational performance of the security personnel of sports stadiums in Iraq positively.

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