
Organizational cohesion in the directorates of youth and sports in Iraq from the point of view of its sport division's cadres

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Received Date (20/02/2022)

Accepted Date (06/03/2022)

ABSTRACT

The research aims to:

-Preparing the organizational cohesion questionnaire in the directorates of youth and sports in Iraq.

-Identifying the level of organizational cohesion in the directorates of youth and sports in Iraq from the point of view of the sport division's cadres in them.

The Researchers used the descriptive approach in its survey method, and the research community included (192) employees of the sports division's cadres affiliated to the youth and sports directorates, which numbered (17) directorates distributed over (15) governorates, The exploratory sample, preparation, and application were randomly selected with (8, 101, 66) employees, respectively, To collect information, a questionnaire was prepared for organizational cohesion, which included dimensions (the level of information exchange between different departments, the level of mutual support and cooperation among the directorate members, the degree of senior managers' respect for employees, and the degree of tolerance for failure within the directorate), The Researchers applied it after the availability of scientific conditions in it, and the data were processed statistically using the arithmetic mean, percentage, simple correlation coefficient, and Cronbach's alpha coefficient.

The Researchers drew several conclusions, including:

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

-The directorates of youth and sports in Iraq have a medium level of organizational cohesion from the viewpoint of their sport division's cadres.

Keywords : organizational cohesion, youth and sports directorates, sport division's cadres.

التماسك التنظيمي في مديريات الشباب والرياضة في العراق من وجهة نظر ملاكات

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الملخص

هدف البحث الى:

- ١- إعداد استبيان التماسك التنظيمي في مديريات الشباب والرياضة في العراق.
 - ٢- التعرف على مستوى التماسك التنظيمي في مديريات الشباب والرياضة في العراق من وجهة نظر ملاكات الشعب الرياضية فيها.
- استخدم الباحثان المنهج الوصفي بطريقته المسحية، وقد شمل مجتمع البحث (١٩٢) موظفاً من ملاكات الشعب الرياضية التابعة لمديريات الشباب والرياضة والبالغ عددها (١٧) مديرية موزعة على (١٥) محافظة والتابعة لوزارة الشباب والرياضة في العراق، تم اختيار عينة الدراسة الاستطلاعية والإعداد والتطبيق بطريقة عشوائية وبواقع (٨، ١٠١، ٦٦) موظفاً على التوالي، ولجمع المعلومات تمَّ إعداد استبيان للتماسك التنظيمي والذي تضمن أبعاد (مستوى تبادل المعلومات بين الإدارات المختلفة، ومستوى الدعم والتعاون المتبادلين بين أعضاء المديرية، ودرجة احترام كبار المديرين للموظفين، ودرجة التسامح مع الفشل داخل المديرية)، وقام الباحثان بتطبيقه بعد توافر الشروط العلمية فيه، وتمَّت معالجة البيانات إحصائياً باستخدام الوسط الحسابي، والنسبة المئوية، ومعامل الارتباط البسيط، ومعامل الفاكرونباخ، وقد استنتج الباحثان استنتاجات عدّة منها:
- تمَّ التحقق من فاعلية استبيان التماسك التنظيمي لدى مديري مديريات الشباب والرياضة في العراق من وجهة نظر ملاكات شعبها الرياضية بعد التوصل إلى إعداده على وفق الإجراءات العلمية.
 - تتمتع مديريات الشباب والرياضة في العراق بمستوى متوسط من التماسك التنظيمي من وجهة نظر ملاكات شعبها الرياضية.

الكلمات المفتاحية : التماسك التنظيمي، مديريات الشباب والرياضة، ملاكات الشعب الرياضية.

1- Definition of research

1-1 Introduction and importance of research

Sports institutions are one of the social formations associated with the sports field, their objectives are determined by the nature of the activities practiced by that institution, and the interactions between those activities offered by this institution

on the one hand and its members on the other hand, Sports institutions are an entity that consists of a group of individuals who interact, cooperate and join forces to accomplish their work and achieve their goals in developing sports activities. The sports institution is like any service or public institution within the community in terms of the nature of its structure, construction, and administrative levels.

In Iraq, among these institutions, the Directorates of Youth and Sports stand out as a well-established governmental institution with a strong and effective base in activating the various aspects of recreational and competitive sports programs for youth, As it contributed to the promotion of sporting progress and provided the sport of higher levels with sporting energies and talents, in addition to its other lofty goals of nurturing and preserving youth as a qualitative strategic resource, These outputs are certainly achieved through the concerted efforts of several teams, foremost among which is the sports cadres in these directorates, working in a coherent and integrated climate of social, cultural, and moral values that are formed by the presence of an appropriate level of support and cooperation between them, effective communication between their units and administrative divisions, and the behaviors of respect shown by them. Leaders for subordinates and a culture of tolerance for failures and their good management, Which is a valuable fabric of harmony, appreciation, trust, and then interdependence within the directorates of youth and sports, which is called in administrative terms organizational cohesion, which (Andrews et al,2008) refers to in that it is the degree of trust, cooperation, and friendship among the members of Directorate, whether it is at the level of individuals while between them or between individuals and their departments within the organization.

(Andrews et al,2008,254)

Accordingly, the importance of the research is evident in that it is one of the pioneering studies in supplying the sports administrative library with the theoretical frameworks of the concept of organizational cohesion, as well as its use in measuring its levels in the directorates of youth and sports, In order to strengthen its strengths, diagnose its weaknesses and propose appropriate treatments for it to contribute to cementing its construction and in a manner that is reflected in the effectiveness of the youth sports movement and the results achieved in it.

1-2 research problem

Sports organizations need to establish a strong base on which to develop their work and improve their ability to face the challenges that stand in their way to be able to move forward to achieve their goals in providing a fertile ground for the growth of sports talents, Despite the importance of the issue of organizational cohesion and its various psychological, social, behavioral, administrative, and organizational benefits aimed at serving sports institutions and reducing the

pressures they are exposed to, However, we note the absence of a study that dealt with organizational cohesion in the sports field in general and in the youth sports directorates in Iraq in particular, to the knowledge of the Researchers , which led to ambiguity about the level of availability of the foundations of organizational cohesion in the directorates of youth and sports, and accordingly, the research problem is focused on the following question:

- Do youth and sports directorates in Iraq have organizational coherence? What is the level of organizational cohesion dimensions?

1-3 Research Objectives: The research aims to:

- 1- Preparing the organizational cohesion questionnaire in the directorates of youth and sports in Iraq.
- 2- Identifying the level of organizational cohesion in the directorates of youth and sports in Iraq from the point of view of the sport division's cadres in them.

1-4 Research Areas

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

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

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

1-5 search terms

1-5-1 **Organizational cohesion:** It is the strength of the members' desire to participate and stay in the organization to achieve common goals, according to a vision and culture that supports and enhances individual and organizational performance.

(Huang et al,2011,226)

1-5-2 **Sports division cadres in the Directorates of Youth and Sports:** The Researchers define it as the human resources working in the sports divisions that are affiliated with the organizational structure of the Directorate of Youth and Sports, their work is focused on managing the implementation of sports tasks according to the responsibilities assigned to them within the work requirements in each of the sports divisions. Which is represented in (Physical Education Division, Sports Club Division, Popular Team Division, Scout Division, Sports Medicine Division, Special Needs Division, Women's Division).

2 previous studies

2-1 Study (Xie et al, 2019) entitled ((Culture of organizational innovation and performance of new products for companies in two emerging markets: moderating effects of institutional environments and organizational cohesion)).

One of the objectives of the study was to explore the impact of organizational innovation culture on the performance of new products for companies and to study the moderating effects of institutional environments and organizational cohesion on this relationship, The Researchers used the descriptive approach in their survey

study, and the research sample included (433) manufacturing companies, including (331) Chinese companies and (102) Vietnamese companies, A questionnaire was built for organizational cohesion that included dimensions (the level of information exchange between different departments, the level of mutual support and cooperation between members of Directorate, the level of the innovative environment, the degree of respect for employees by senior managers, the degree of tolerance for failure within Directorate), After obtaining the data, it was statistically processed through the arithmetic mean, standard deviation, and multiple linear regression test, and the Researchers reached the following results:

- There are positive relationships between organizational innovation culture and corporate new product performance.
- Organizational cohesion has a direct and positive impact on new product performance and a positive moderate role in organizational innovation culture and corporate new product performance.

3- Search procedures

3-2 The research community and its sample: The research community included the directorates of youth and sports affiliated to the Ministry of Youth and Sports in Iraq, which numbered (17) directorates distributed over (15) governorates, While the research sample consisted of all the sports division's cadres affiliated to the directorates of youth and sports in Iraq, which numbered (192) individuals distributed over (17) directorates, The exploratory study sample included (8) individuals from the sports division's cadres in these directorates who were randomly selected from among the sports division's cadres. The preparation sample also included (110) individuals representing (60%) of the sports division's cadres after excluding the pilot study sample and they were chosen randomly. The Researchers were able to obtain (101) valid forms for statistical analysis, While the application sample included (74) individuals representing (40%) of the research community after excluding the pilot study sample and they were chosen randomly. The Researchers obtained (66) valid forms for statistical treatment, which represent (34.37%) of the research community, and table (1) shows the research community and its sample.

Table (1)

research community and its sample

sequence	Directorate of Youth and Sports	Number of Employees	survey sample	sample setting		Application sample	
				distributor	received	distributor	received
1	Nineveh	11	1	6	6	4	4
2	Salahaddin	7		4	4	3	3
3	Kirkuk	14	1	8	8	5	5
4	Karbala	18		11	10	٧	٦
5	Baghdad / Rusafa	15	1	8	8	6	5
6	Baghdad / Karkh	9		5	4	4	3
7	Baghdad /	6		4	4	2	2

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

3-3 methodology

3-3-1 Prepare the organizational cohesion

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

3-3-1-1 Determining the dimensions of the organizational cohesion questionnaire

The Researchers reviewed the literature, research, scientific studies, and sources related to organizational cohesion. We were able to find two sources related to the subject as shown in Table (2), after receiving the answers of the experts, it was found that they agreed on four dimensions, with percentages ranging between (79%-100%), as shown in Table (3), They are (the level of information exchange between different departments, the level of mutual support and cooperation among members of the organization, the degree of respect for employees by senior managers, and the degree of tolerance for failure within Directorate).

Table (2)

resources related to organizational cohesion

sequence	Source	Dimensions
1	(Xie et al,2019) study titled Organizational innovation culture and new product performance for firms in two emerging markets: Moderating effects of corporate environments and organizational cohesion.	- The level of information exchange between different departments. - The level of mutual support and cooperation among the members of the organization. - Innovative environment level. - The degree of respect of senior managers to employees. - The degree of tolerance for failure within the organization.
2	study ^(Nafei,2015) titled ((The Effects of Organizational Cohesion on	-Personal attraction to the group mission. -Personal attraction to the social group. -Group integration task. -Group social integration.

	Organizational Performance: A Study on Egyptian Commercial Banks))	
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Table (3)

percentages of experts' agreement on the dimensions of organizational cohesion

sequence	Dimensions	Percentage of expert agreement
1	The level of information exchange between different departments	84%
2	The level of mutual support and cooperation between the members of Directorate	79%
3	Innovative environment level	38%
4	Degree of respect for employees by senior managers	79%
5	The degree of tolerance for failure within Directorate	84%
6	Personal attraction to the group mission	37%
7	Personal attraction to a social group	21%
8	Group integration task	21%
9	Group social integration	37%

After the Researchers identified the dimensions of the required organizational cohesion questionnaire and reviewed the literature, sources, and research related to these dimensions, the Researchers formulated paragraphs for each of these dimensions, the total of the questionnaire's paragraphs was (28) paragraphs by (7) paragraphs for the four dimensions, and the Researchers suggested a key to the answer consisting of five alternatives: - 4 - 3- 2- 1) respectively.

3-3-1-3 Validity

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

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

To reach the arbitrators' sincerity of the questionnaire of organizational cohesion for directors of youth and sports directorates in Iraq, the Researchers presented it

to the experts in the field of public administration and sports management, numbering (19) experts, to obtain their views on the questionnaire's paragraphs in terms of their validity and suitability to the dimension to which they belong and to the questionnaire in a way General. This is consistent with what I went by (Sulaiman,2010) that it is possible to calculate the validity of the test by presenting it to several specialists and experts.(Suleiman,2010,46), The percentages of agreement on the validity of the paragraphs ranged between (84.2%) to (100%) for all the paragraphs, thus the Researchers adopted all the paragraphs without deleting, This is consistent with what was indicated by (Bloom, 1983) that the percentage of experts' agreement can be adopted if it reaches 75% or more. (Bloom,1983,126), Experts unanimously agreed on the validity of the answer alternatives model and its weights.

3-2 Survey study

After arriving at the initial image of the questionnaire, the Researchers arranged its paragraphs according to the regular distribution as shown in Table (4), which was applied to a small group of the research sample, that represents the sample of the pilot study, whose members are (8) employees distributed among eight directorates of youth and sports, as It is shown in Table (1).

Table (4)

the regular item distribution of items according to the dimensions of the organizational cohesion questionnaire

Dimension	Number of paragraphs	Paragraph sequence
The level of information exchange between different departments	7	1-7
The level of mutual support and cooperation between the members of the organization	7	8-14
Degree of respect for employees by senior managers	7	15-21
The degree of tolerance for failure within Directorate	7	22-28

It was found through the exploratory study that the questionnaire's paragraphs are clear and the way to answer them is understandable, the response time to the questionnaire has approached between (10-12) minutes.

3-3 Internal consistency

To ensure the consistency of the questionnaire's paragraphs and its consistency with the dimensions to which it belongs, and its consistency with the total degree of the tool, the Researchers extracted the simple correlation coefficient between the paragraphs and the dimensions to which they belong on the one hand, and between the paragraphs and the degree of the total questionnaire on the other hand, on the preparation sample forms, which amounted to (101) forms, and Table (5) shows this.

Table (5)
internal consistency of the paragraphs of the organizational coherence questionnaire

The dimension	Paragraph	Paragraph correlation with the degree of dimension		Correlation of the paragraph with the total score of the tool	
		degree of association	Indication level	degree of association	Indication level
The level of information exchange between different departments	1	0.740	0.00	0.00	0.724
	2	0.739	0.00	0.00	0.559
	3	0.744	0.00	0.00	0.659
	4	0.762	0.00	0.00	0.724
	5	0.816	0.00	0.00	0.683
	6	0.807	0.00	0.00	0.698
	7	0.728	0.00	0.00	0.697
The level of mutual support and cooperation between the members of Directorate	8	0.800	0.00	0.00	0.766
	9	0.898	0.00	0.00	0.849
	10	0.888	0.00	0.00	0.820
	11	0.850	0.00	0.00	0.772
	12	0.829	0.00	0.00	0.744
	13	0.849	0.00	0.00	0.806
	14	0.858	0.00	0.00	0.838
Degree of respect for employees by senior managers	15	0.754	0.00	0.00	0.762
	16	0.784	0.00	0.00	0.775
	17	0.825	0.00	0.00	0.750
	18	0.864	0.00	0.00	0.816
	19	0.825	0.00	0.00	0.768
	20	0.756	0.00	0.00	0.665
	21	0.815	0.00	0.00	0.708
The degree of tolerance for failure within the directorate	22	0.826	0.00	0.00	0.804
	23	0.815	0.00	0.00	0.774
	24	0.718	0.00	0.00	0.578
	25	0.822	0.00	0.00	0.748
	26	0.886	0.00	0.00	0.853
	27	0.858	0.00	0.00	0.814
	28	0.735	0.00	0.00	0.614

From the observation of Table (5), it appears that all the items were consistent with the total score for each dimension on the one hand and with the total score for the questionnaire on the other hand. The correlation degrees between the items and the dimensions to which they belong ranged between (0.718) to (0.898), while the

correlation degrees ranged Between the paragraphs and the total score of the questionnaire between (0.559-0.853), with a significance level of (0.00), which is less than the approved significance level of (0.05), and thus the questionnaire retained all of its paragraphs.

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

The Researchers extracted the reliability coefficient by extracting the reliability of the questionnaire using the Cronbach's alpha coefficient method on the forms of the prepared sample, which amounted to (101) forms and included (28) paragraphs, it amounted to (0.969), and this indicates that the questionnaire has a high degree of reliability.

3-3-5 Description of the organizational cohesion questionnaire in its final form

The questionnaire of organizational cohesion in the directorates of youth and sports in Iraq has settled in its final form and after applying the scientific transactions on it from sincerity and stability to (28) items distributed, over (4) dimensions by (7) items for each dimension, these paragraphs are answered according to the alternatives (extremely practiced Very, highly practiced, moderately practiced, little practiced, very little practiced) which carry weights (5-4-3-2-1) respectively, thus the highest value for the response on the questionnaire is (140) degrees and the lowest value for the response It has (28) degrees, and the paragraphs are presented according to the regular sequence, as shown in Table (4).

3-4 Final Application

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

3-5 Statistical means: The Researchers used percentage, mean, simple correlation coefficient, and Cronbach's alpha coefficient.

4- Presentation and discussion of the results

4-1 Presenting the results of the first goal of the research, which states (preparing a questionnaire of organizational cohesion in the directorates of youth and sports in Iraq). The third chapter.

4-2 Presenting and discussing the results of the second objective of the research, which provides for (identifying the level of organizational cohesion in the directorates of youth and sports in Iraq from the viewpoint of the sport division's cadres) and discussing them. The Researchers obtained the following results.

table (6)

arithmetic means, percentages, levels of dimensions, and items of the organizational coherence questionnaire

Paragraph sequence	Paragraph content	Arithmetic mean	percentage	the level
1	The directorate's divisions follow flexible procedures to achieve speedy exchange of information between them	3.05	61	Average
2	The cadres of the Directorate use modern technologies in communication between each other	2.88	57.6	Low
3	The Directorate has an effective communication system between its various administrative levels	2.89	57.8	low
4	cadres have a culture that accepts opinions and suggestions among themselves	3.03	60.6	Average
5	Transparency is available between the divisions of the Directorate for mutual review of work plans	3.05	61	Average
6	The cadres of the Directorate enhance the principle of trust among themselves through the credibility of the information exchanged	3.06	61.2	Average
7	The cadres of the Directorate are interested in forming a unified vision for the effective implementation of joint work	2.97	59.4	low
The dimension		20.94	59.82	low
8	The cadres of the Directorate cooperates to achieve work goals as a homogeneous team	3.06	61.2	Average
9	The directorate's cadres form a supportive work environment to develop each other's capabilities	3.32	66.4	Average
10	The cadres of the Directorate performs its duties in an atmosphere of social cohesion	3.53	70.6	High

Paragraph sequence	Paragraph content	Arithmetic mean	percentage	the level
11	The directorate cadres support each other in overcoming work crises	3.20	64	Average
12	The directorate's cadres support collective decisions, even if they are contrary to their personal opinions	3.05	61	Average
13	The directorate's cadres reject selfish behavior that disturbs the work climate	3.55	71	High
14	The directorate cadres has a culture of supporting the ideas of their colleagues aimed at achieving the public interest	3.23	64.6	Average
The dimension		22.92	65.48	Average
15	The directorate officials appreciate the contributions of its cadres to the success of the work	3.59	71.8	High
16	The directorate officials are interested in meeting the needs of its owners, away from procrastination and procrastination	3.53	70.6	High
17	The directorate officials treat their cadres with respect and affection	3.79	75.8	High
18	The directorate officials follow supervisory methods that respect the capabilities and capabilities of the cadres	3.56	71.2	High
19	Directorate officials accept constructive criticism from their cadres in a polite manner	3.68	73.6	High
20	Directorate officials avoid hurtful words when dealing with non-compliant cadres	3.65	73	High
21	The directorate officials are committed to the administrative hierarchy in dealing with the cadres	3.12	62.4	Average
The dimension		24.92	71.2	High

Paragraph sequence	Paragraph content	Arithmetic mean	percentage	the level
22	The Directorate treats work errors as a necessity for learning and success	3.00	60	Average
23	The Directorate encourages constructive discussion to address failures in performance and results	3.05	61	Average
24	The directorate avoids punishing owners of failed innovative initiatives	3.09	61.8	Average
25	The directorate gives opportunities to continue projects that encounter early failures	3.00	60	Average
26	The Directorate emphasizes a culture of collective responsibility to bear the consequences of failures	2.91	58.2	low
27	The directorate allows its cadres to implement their ideas without fear of failure	2.77	55.4	low
28	The directorate's management refuses to consider the employees' failure as an indication of their incompetence	3.35	67	Average
The dimension		21.17	60.48	Average
Organizational cohesion questionnaire as a whole		89.95	64.25	Average

Table (6) shows that the levels obtained by the dimensions of organizational cohesion ranged between (low, medium, and high), as the dimension (exchange of information between different departments) was at a low level with a percentage of (59.82%) and arithmetic mean (20.94).

The Researchers attribute this result to the limitations of modern technologies in these directorates for communication and communication among the sports divisions to exchange information and tasks, as (A-Rawi&Hammam,2019) mentions that technology with its various manifestations can be employed to serve administrative processes and sports administrative work plans, including the technological means of communication used in The exchange of information and data by voice and image.(A-Rawi&Hammam,2019,16–17), Concerning the weak participation of the sports cadres with a clear, unified, and integrated vision to carry out joint actions effectively, which may be due to the desire of these cadres to compete among themselves to get the spotlight, making them focus on their own goals instead of linking them to achieving the goals of other cadres according

to a holistic view, This is consistent with what was mentioned (Barua et al,1997) that the problem of lack of information exchange is partly due to the discrepancy in the goals and objectives of the different teams or units within the organization, and since each team will take measures to achieve its own goals, it may not be in its interest to provide information The minute another team asks for (Barua et al,1997,241).

While the level of mutual support and cooperation between the sport division's cadres occurred at an average level and percentages amounted to (65.48%) and arithmetic circles (22.92). Which helps to form a work environment that supports their abilities, ideas, and collective decisions, with support for overcoming work crises, (Al-Dulaimi,2012) states that the atmosphere of harmony, harmony, and cooperation that prevails among workers will enhance their confidence, raise their morale, and increase their job satisfaction and organizational loyalty (Al-Dulaimi,2012,37).

While the dimension (degree of respect for employees by senior managers) was obtained at a high level with a percentage of (71.2%) and arithmetic mean (24.92), the Researchers attributes this high result to the respect and affection that the directors of youth and sports directorates practice with sports cadres, It agrees with what (Wiedner&Mantere,2018) said that strong relationships and mutual respect between supervisors and employees within the organization have various effects on performance (Wiedner&Mantere,2019,5–6).

The organizational coherence questionnaire in its total form was obtained at an average level with a percentage of (64.25%) and an arithmetic mean (89.95), The Researchers attribute this result to the existence of a coherent and intertwined fabric of social, cultural, and moral values that are formed by the presence of an appropriate level of support and cooperation between the sport division's cadres, and a culture of tolerance for failure within the directorates, as well as the high respect shown by senior officials of the directorates to employees, all of which reflects a system To gain harmony, respect, appreciation, trust, and then cohesion within the youth and sports directorates.

This is consistent with what (Andrews et al,2008) stated, that organizational cohesion is the degree of trust, cooperation, and friendship among the members of the organization, whether it is at the level of individuals among themselves or between individuals and their departments within the organization. (Andrews et al,2008,254)

It also agrees with what was stated by (El-Said,2014) that respect is one of the organizational variables closely related to the cohesion of the organization, and respect creates a high moral environment where employees choose to act in ways that benefit their peers and the organization as a whole. (El-Said,2014,213–14)

5- Conclusions and recommendations

5-1 Conclusions

- The effectiveness of the organizational cohesion questionnaire in the directorates of youth and sports in Iraq was verified from the viewpoint of its sport division's cadres after reaching its preparation according to scientific procedures.

2- The Directorates of Youth and Sports in Iraq possess an average level of organizational cohesion from the viewpoint of the sport division's cadres in them, with the following indicators:

A - The degree of respect for employees by senior managers in the youth and sports directorates appeared at a high level.

B - The dimensions of mutual support and cooperation between the sports cadres of the cadres and the degree of tolerance for failure within the directorate were at an average level.

C - The level of information exchange between the different departments within the directorate appeared to be below.

5.2 Recommendations

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

2- The need for the senior management in the directorates of youth and sports to work on creating a positive and coherent work climate that respects social and administrative customs and values, while providing an effective multi-directional communication system that employs modern technologies in all aspects of the directorate's work, and focusing on organizing the exchange of information between departments to form a unified vision.

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