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Research Article



Organizational Integrity and Its Administrative Performance Role in For Iraqi Premier League from Point Administrative of View of Authorities

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Article Information	ABSTRACT
Submitted: 22 – 05 – 2025 Accepted: 11 – 02– 2026 Published: 23 – 02– 2026	<p>The researcher aimed to develop a scale for organizational integrity for the presidents of sports clubs participating in the Iraqi Premier Football League, as well as to develop a scale for administrative performance for the same group, from the perspective of their administrative board members. The research also sought to identify the relationship and degree of contribution between organizational integrity and administrative performance among the presidents of these clubs. The researcher used the descriptive method, as it was appropriate for the nature of the current study. The research sample included 55 administrative board members, representing 31.4% of the total research population. To achieve the research objectives, the researcher constructed two scales: one for organizational integrity and the other for the administrative performance of the presidents of clubs in the Iraqi Premier Football League. The statistical tools used included AM (arithmetic mean), SD (standard deviation), Pearson's simple correlation coefficient, the Spearman-Brown Equation, and the t-test. The researcher reached several conclusions, including that the presidents of sports clubs in the Iraqi Premier Football League demonstrate organizational integrity, reflected in their commitment to ethical principles and their dedication to performing administrative duties with full transparency. These presidents also possess strong communication and decision-making skills, which contribute to enhancing the work environment and maintaining the reputation and status of their clubs. The researcher recommends the adoption of organizational integrity as a fundamental operational principle to establish a culture rooted in professional ethics, reduce administrative corruption, and elevate the administrative performance level of employees.</p> <p>Keywords: Football League, Administrative performance, Clubs, Skill</p>



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INTRODUCTION

Management constitutes a fundamental pillar in achieving organizational effectiveness and sustainability across sectors, including sport. In the context of professional sport organizations, the application of sound management principles significantly influences institutional performance and long-term competitiveness. Previous studies emphasize that effective governance structures and managerial competencies are central determinants of organizational success in sport institutions (Baker & Esherick, 2013). Likewise, research in sport governance highlights that structured management systems enhance transparency, accountability, and strategic achievement in sport organizations (Hoye et al., 2022). Despite this theoretical consensus, many sport institutions in developing contexts continue to face managerial challenges that hinder optimal performance.

Organizational integrity has emerged as a critical construct in contemporary administrative theory, particularly in environments vulnerable to ethical risks and governance weaknesses. Integrity reflects adherence to moral principles, transparency, fairness, and accountability in decision-making processes. Studies indicate that organizational integrity reduces corruption risks and strengthens institutional trust (Huberts, 2018; Palanski & Yammarino, 2007). In sport organizations, integrity is not only an ethical imperative but also a strategic necessity to maintain legitimacy and stakeholder confidence. However, empirical examinations of integrity within sport club leadership structures remain limited, particularly in Middle Eastern contexts.

In the Iraqi sport sector, clubs participating in the national premier league represent influential social and competitive institutions. Nevertheless, anecdotal evidence and preliminary observations suggest the existence of administrative inefficiencies, weak transparency mechanisms, and inconsistent ethical practices. While governance reforms have been widely discussed in global sport literature, few empirical studies have systematically measured organizational integrity and its linkage to administrative performance in Iraqi sport clubs. Prior research underscores that ethical leadership positively predicts organizational outcomes (Brown & Treviño, 2006), while integrity-based management enhances procedural fairness and effectiveness (Kaptein, 2011). The absence of validated measurement tools tailored to the Iraqi sport environment reveals a clear research gap.

The urgency of addressing this gap lies in the strategic role played by club presidents, whose administrative conduct directly influences institutional culture, decision-making quality, and public trust. In professional sport systems, leadership behavior shapes governance standards and organizational climate (Arnold et al., 2007). Furthermore, empirical findings confirm that leadership integrity contributes significantly to performance outcomes and employee commitment (Walumbwa et al., 2008). Without valid and reliable instruments to assess integrity and administrative performance, reform initiatives may lack empirical grounding and measurable benchmarks.

Therefore, this study aims to develop and validate an Organizational Integrity Scale and an Administrative Performance Scale for presidents of sports clubs participating in the Iraqi Premier Football League. It further seeks to identify the levels and dimensions of organizational integrity and administrative performance from the perspective of board members, and to examine the relationship between these two variables. By empirically investigating this relationship, the study intends to contribute to sport management literature and provide evidence-based insights for strengthening governance and ethical leadership within Iraqi professional sport clubs.

METHODS

This study employed a descriptive method with a survey approach, which was considered appropriate to describe and analyze the phenomenon under investigation. The design aimed to examine the level of organizational integrity and its relationship with the administrative performance of presidents of Iraqi Premier Football League clubs during the 2023–2024 sports season.

The research population consisted of 175 administrative board members representing 20 clubs in the Iraqi Premier Football League (2023–2024 season). These clubs included Al-Zawraa, Al-Shorta, Al-Quwa Al-Jawiya, Al-Kahrabaa, Al-Karkh, Al-Naft, Zakho, Duhok, Al-Najaf, Newroz, Al-Talaba, Al-Hudood, Naft Maysan, Al-Minaa, Erbil, Karbala, Naft Al-Basra, Al-Qasim, Amanat Baghdad, and Naft Al-Wasat. The sample was divided into three groups: an exploratory sample of 10 members; a construction sample of 110 members (62.8% of the population), from which 98 valid questionnaires were obtained; and a final application sample of 55 members (31.4% of the population), yielding 52 valid questionnaires suitable for statistical analysis.

Two instruments were used: the Organizational Integrity Scale and the Administrative Performance Scale. The Organizational Integrity Scale was adapted from Al-Mutairi (2022) following content analysis and expert validation in sports management. The approved dimensions were Quality and Proficiency, Initiative, Fairness and Time Management, and Transparency and Justice. The final version consisted of 25 positive items rated on a five-point Likert scale (Always to Never), with scores ranging from 25 to 125. The Administrative Performance Scale, developed based on literature review and researcher expertise, comprised 28 positive items using the same response format, with total scores ranging from 28 to 140.

Data were analyzed using the Statistical Package for the Social Sciences (SPSS). Statistical techniques included percentages, arithmetic mean, standard deviation, Pearson's simple correlation coefficient, the Spearman-Brown equation, and the t-test formula to determine relationships and differences between variables.

RESULTS AND DISCUSSION

To establish the scientific validity of the organizational integrity and administrative performance scales for Iraqi Premier Football League clubs, the researcher used the two extreme groups method (upper and lower groups) to identify the discriminating items. To do this, the researcher selected the top 50% and bottom 50% of scores to represent the two extreme groups. Each group included 49 questionnaires after ranking the respondents' scores in descending order based on the 25 items. The t-value was then calculated for the two groups to determine each item's ability to discriminate between responses. This analysis is detailed in Tables 1 and 2. The results of this analysis, presented in Tables 1 and 2, showed that the t-values for the upper and lower groups were statistically significant for the items, indicating their distinctiveness and reliability.

Table 1. Arithmetic means (AM), standard deviations (SD), and t-value for the two extreme groups of the organizational integrity scale.

No.	Upper group		Lower group		Calculate t-value	Sign.
	AM	±SD	AM	±SD		
1	4.14	0.35	3.26	0.52	9.82	0.001
2	4.18	0.38	3.48	0.50	7.77	0.001
3	4.41	0.41	3.33	0.41	6.60	0.001

4	3.22	0.31	3.09	0.49	8.61	0.001
5	3.56	0.27	3.37	0.37	8.34	0.001
6	4.64	0.39	3.63	0.45	5.54	0.001
7	4.24	0.43	3.80	0.40	5.26	0.001
8	4.02	0.39	3.36	0.44	6.74	0.001
9	3.77	0.41	3.61	0.46	6.61	0.001
10	4.03	0.80	2.40	0.63	8.23	0.001
11	4.11	0.32	3.48	0.45	5.48	0.001
12	4.22	0.22	3.63	0.49	8.66	0.001
13	3.44	1.42	2.22	1.18	3.42	0.001
14	3.74	1.37	2.81	1.21	2.62	0.001
15	4.21	0.36	3.28	0.54	7.65	0.001
16	4.24	0.43	3.80	0.40	5.26	0.001
17	4.02	0.39	3.36	0.44	6.74	0.001
18	3.77	0.41	3.61	0.46	6,61	0.001
19	4.03	0.80	2.40	0.63	8.23	0.001
20	4.11	0.32	3.48	0.45	5.48	0.001
21	4.22	0.22	3.63	0.49	8.66	0.001
22	3.44	1.42	2.22	1.18	3.42	0.001
23	4.21	0.36	3.28	0.54	7.65	0.001
24	4.14	0.35	3.40	0.49	8.62	0.001
25	4.24	0.43	3.80	0.40	5.26	0.001

Table 2. Arithmetic means (AM), standard deviations (SD), and t-value for the two extreme groups of the administrative performance scale.

No.	Upper group		Lower group		Calculate t-value	Sign.
	AM	±SD	AM	±SD		
1	4.24	0.43	3.80	0.40	5.26	0.001
2	4.32	0.58	1.96	0.78	17.07	0,001
3	3.96	0.66	1.84	0.71	15.36	0,001
4	3.96	0.78	1.78	0.61	14.49	0,001
5	4.16	0.68	2.00	0.80	14.45	0,001
6	4.30	0.78	1.82	0.69	16.72	0,001
7	4.12	0.82	1.76	0.71	15.28	0,001
8	4.36	0.48	3.36	0.63	8.8	0,001
9	4.24	0.43	3.28	0.64	8.79	0,001
10	4.26	0.44	3.14	0.57	10.94	0,001
11	3.74	1.37	2.81	1.21	2.62	0.001
12	4.40	0.93	3.48	1.08	3.36	0.001
13	3.74	1.58	2,18	0.48	4.88	0.001
14	4.29	0.77	2,62	1,24	5.90	0.001
15	4.64	0.41	3,59	0,38	4.46	0.001
16	4.56	0.50	2.64	1.10	11.21	0.001
17	4.34	0.55	2.06	0.65	18.79	0.001
18	4.12	0.77	1.64	0.74	16,28	0.001
19	4.34	0.71	2.04	0.80	15,06	0.001
20	4.32	0.47	2.22	0.91	14,49	0.001
21	3.48	0.30	3.21	0.50	8.06	0.001
22	3.88	0.79	1.66	0.47	16.85	0.001
23	4.04	0.78	1.58	0.64	17.02	0.001

24	4.14	0.35	3.40	0.49	8.62	0.001
25	4.16	0.58	1.98	0.74	16.32	0.001
26	3.88	0.79	1.66	0.47	16.85	0.001
27	4.02	0.74	1.82	0.80	14.25	0.001
28	3.96	0.66	1.84	0.71	15.36	0.001
29	3.96	0.78	1.78	0.61	14.49	0.001
30	4.21	0.36	3.28	0.54	7.65	0.001

To determine the internal consistency of the study scales, the degree of correlation between each item and its corresponding dimension on the scale was measured, and the results are shown in Tables 3,4,and 5.

Table 3. The correlation coefficient values for the items related to the dimensions of the Organizational Integrity Scale.

No.	correlation coefficient	significant	No.	correlation coefficient	significant
1	0.463	0.001	14	0.516	0.001
2	0.455	0.001	15	0.633	0.001
3	0.495	0.001	16	0.494	0.001
4	0.413	0.001	17	0.509	0.001
5	0.643	0.001	18	0.632	0.001
6	0.622	0.001	19	0.675	0.001
7	0.519	0.001	20	0.411	0.001
8	0.457	0.001	21	0.506	0.001
9	0.592	0.001	22	0.533	0.001
10	0.485	0.001	23	0.422	0.001
11	0.519	0.001	24	0.431	0.001
12	0.498	0.001	25	0.575	0.001
13	0.608	0.001			

Table 4. The correlation coefficient values for the items related to the dimensions of the Administrative Performance Scale.

No.	correlation coefficient	significant	No.	correlation coefficient	significant
1	0.618	0.001	14	0.769	0.001
2	0.620	0.001	15	0.618	0.001
3	0.614	0.001	16	0.629	0.001
4	0.654	0.001	17	0.430	0.001
5	0.427	0.001	18	0.648	0.001
6	0.488	0.001	19	0.647	0.001
7	0.516	0.001	20	0.579	0.001
8	0.581	0.001	21	0.537	0.001
9	0.420	0.001	22	0.468	0.001
10	0.605	0.001	23	0.492	0.001
11	0.513	0.001	24	0.500	0.001
12	0.429	0.001	25	0.389	0.001
13	0.501	0.001	26	0.611	0.001

Table 5. The correlation coefficient values for the items related to the total scale score

No.	correlation coefficient	significant	No.	correlation coefficient	significant
1	0.499	0.001	14	0.600	0.001
2	0.665	0.001	15	0.633	0.001
3	0.462	0.001	16	0.580	0.001
4	0.452	0.001	17	0.603	0.001
5	0.596	0.001	18	0.459	0.001
6	0.618	0.001	19	0.598	0.001
7	0.408	0.001	20	0.559	0.001
8	0.547	0.001	21	0.417	0.001
9	0.509	0.001	22	0.629	0.001
10	0.474	0.001	23	0.680	0.001
11	0.577	0.001	24	0.371	0.001
12	0.483	0.001	25	0.578	0.001
13	0.371	0.001			

To calculate the reliability coefficient for the organizational integrity scale of Iraqi Premier Football League clubs, the researcher used the split-half method. The scale was distributed to 98 participants from the construction sample. The correlation between the two halves of the scale was 0.85. To determine the total reliability coefficient, the researcher applied the Spearman-Brown equation, resulting in an overall reliability coefficient of 0.91. For the administrative performance scale, the correlation between the two halves was 0.83. Using the Spearman-Brown equation, the total reliability coefficient was calculated to be 0.90. Thus, both scales demonstrate a high level of reliability.

Table 6 shows that the arithmetic means of the organizational integrity dimensions Quality and Proficiency, Fairness and Time Management, Initiative, and Transparency and Justice were respectively 24.68, 21.52, 21.96, and 22.04, with corresponding percentages of 70.5%, 71.7%, 72.2%, and 73.4%. It is also evident from the table that the overall level of organizational integrity is high, with an arithmetic mean of 90.2 and a percentage of 72.1%.

Table 6. AM, SD, and percentages of the organizational integrity scale and its dimensions

No.	Dimensions	AM	SD	%	Level	No. of items
1	Quality and Proficiency	24.68	2.32	70.5 %	Good	7
2	Fairness and Time Management	21.52	1.98	71.7 %	Good	6
3	Initiative	21.96	1.92	73.2%	Good	6
4	Transparency and Justice	22.04	1.61	73.4%	Good	6
5	Organizational Integrity Scale	90.2	3.7	72.1%	Good	25

This positive result reflects the commitment of administrative leaders responsible for the sports clubs participating in the Iraqi Premier Football League to the regulations and instructions issued by the relevant authorities. It is also a positive indicator of the diligence and integrity with which these administrations carry out their responsibilities effectively and in line with transparent, declared administrative policies free from favoritism and nepotism, and in harmony with professional ethics. A

competent administrator always strives to elevate the institution they belong to, especially in light of the intense competition facing local and international sports institutions. Therefore, it is necessary to operate within an administrative framework characterized by justice and integrity to foster job stability and strengthen trust at all levels within the sports club. Organizational integrity is a set of behaviors and procedures that align with a range of ethical principles and standards adopted by the organization's performance system to establish discipline and balance and to prevent and combat corruption (Collins, 2009). As Palazzo (2007), affirms, organizational integrity is a set of values and behaviors adhered to by the organization to ensure that it operates legally, ethically, and honestly in its internal and external dealings. It includes the organization's commitment to the highest standards of transparency and justice, and to avoiding fraud or corruption in all its activities (Peltier-Rivest, 2018; Vian, 2020).

Accordingly, organizational integrity is considered one of the most important foundations upon which strong and trustworthy organizations are built. It reflects the employees' commitment to ethical values and sound professional practices, manifested in the fair and transparent application of administrative procedures and policies to everyone. This leads to increased job satisfaction, preservation of the work environment, and the enhancement of the reputation and standing of the sports institution among its peers.

Table 7. AM, SD, and percentages of the administrative performance scale for members of administrative bodies

No.	Dimensions	AM	SD	%	Level	No. of items
1	Administrative Performance scale	103.9	3.37	74.2%	Good	28

The results presented in the table indicate that the administrative performance scale reached a high level, with an arithmetic mean of 103.9 and a percentage of 74.2%. This finding suggests that the presidents of clubs competing in the Iraqi Premier Football League demonstrate a generally strong level of managerial effectiveness. High administrative performance reflects the ability of leaders to plan, organize, direct, and control institutional resources efficiently in pursuit of organizational objectives. Contemporary research confirms that effective leadership behavior significantly enhances organizational outcomes and operational efficiency (Santa et al., 2023).

This result may also reflect the competence and professional capacity of administrative leaders in managing their clubs under competitive conditions. Institutions seeking sustainable success require leaders who are fair, participative, open to feedback, and capable of formulating strategic policies for future development. Administrative performance represents a practical indicator of how effectively a leader utilizes skills and experience to accomplish assigned responsibilities. Studies in organizational behavior emphasize that leadership effectiveness is closely linked to institutional reputation, adaptability, and competitive advantage (Suciati, 2026).

Furthermore, administrative performance serves as a critical determinant of institutional continuity and growth, particularly in dynamic and competitive environments such as professional sport. It involves evaluating work behaviors, decision-making quality, and the ability to achieve both short- and long-term objectives. Strong administrative performance enables leaders to foster continuous improvement and guide employees toward shared goals. Recent findings highlight

that strategic leadership and performance-oriented management practices are essential drivers of sustainable organizational development (Kitonga, 2017; Rohayati, 2025).

Table 8. The percentage of contribution of organizational integrity to the administrative performance of members of administrative bodies

Independent variables	Dependent variable	Correlation coefficient	Contribution ratio	Calculated F value	Sign.
Dimensions of integrity	Administrative performance	0.245	0.06	0.319	0.862

Table 8, indicates that the relationship between the dimensions of organizational integrity Quality and Proficiency, Fairness and Time Management, Initiative, and Transparency and Justice and administrative performance is positive but statistically non-significant. The correlation coefficient reached 0.245, with a contribution rate of 6%, while the calculated F-value was 0.319 at a significance level of 0.862, exceeding the accepted threshold (0.05). This result suggests that, although integrity is positively associated with administrative performance, its direct statistical influence within this sample is weak and does not reach a level of significance.

From the perspective of administrative board members, the limited contribution of integrity dimensions to performance outcomes highlights the need to strengthen the overall quality of administrative practices in Iraqi Premier Football League clubs. Greater emphasis should be placed on adopting modern management approaches, including digital administration systems, effective utilization of administrative and legal expertise, and the promotion of innovation and initiative. In addition, reinforcing fairness, transparency, equal opportunity, and reducing bureaucratic routine may enhance institutional efficiency. Collectively, these improvements are expected to positively influence administrative performance and improve the effectiveness with which board members carry out their responsibilities.

The findings related to the two extreme groups method indicate that all items of the organizational integrity and administrative performance scales demonstrated statistically significant discriminatory power ($p \leq 0.001$). The high t-values across items confirm that the instruments were capable of differentiating effectively between respondents with high and low levels of the measured traits. This result supports the robustness of the scale construction process and aligns with contemporary psychometric standards emphasizing item discrimination as a key indicator of construct validity. Recent measurement literature highlights that strong discriminatory indices enhance the precision and interpretability of behavioral scales (Boateng et al., 2018; Forero, 2023). Therefore, the statistically significant differences between upper and lower groups provide empirical evidence that the developed instruments possess sound structural validity.

The internal consistency analysis further confirmed the coherence of the scale dimensions. The correlation coefficients between items and their respective dimensions ranged from moderate to high (0.371–0.680), all statistically significant at $p \leq 0.001$. These values indicate that each item contributes meaningfully to its underlying construct, reflecting conceptual homogeneity within the dimensions of integrity and administrative performance. Contemporary scale development research emphasizes that item dimension correlations above 0.30 are considered acceptable indicators of internal consistency (Morgado et al., 2017). Similarly, psychometric validation studies stress that consistent internal structure strengthens construct

validity and theoretical alignment (Henseler et al., 2015) Accordingly, the present findings demonstrate that both scales meet acceptable methodological standards for internal coherence.

Regarding reliability, the split-half coefficients (0.85 for organizational integrity and 0.83 for administrative performance) and the corrected Spearman–Brown coefficients (0.91 and 0.90, respectively) indicate high reliability. Coefficients exceeding 0.70 are generally considered acceptable, while those above 0.90 reflect excellent reliability for research purposes. High reliability ensures measurement stability and consistency across administrations, reinforcing the credibility of the findings. Current methodological literature confirms that reliability coefficients above 0.80 are strong indicators of dependable measurement tools (Taber, 2018). In addition, research on applied organizational measurement underscores the importance of reliability in leadership and governance studies (Afşar Doğrusöz & Yazıcı, 2025). Thus, the two developed scales demonstrate strong psychometric adequacy.

The descriptive results revealed that organizational integrity among Iraqi Premier Football League club administrations was at a “good” level (72.1%), with all dimensions Quality and Proficiency, Fairness and Time Management, Initiative, and Transparency and Justice scoring above 70%. Likewise, administrative performance achieved a high level (74.2%). These findings suggest that board members perceive their leaders as generally committed to ethical standards and effective managerial practices. This is consistent with recent studies indicating that integrity-based leadership enhances perceived fairness and organizational climate (Engelbrecht et al., 2017). Furthermore, empirical research shows that transparent and ethical governance practices are positively associated with organizational effectiveness in sport contexts (Geeraert, 2017). The relatively high averages therefore reflect a stable administrative environment characterized by acceptable governance standards.

However, despite the positive descriptive levels, the correlation analysis revealed a positive but statistically non-significant relationship between organizational integrity and administrative performance ($r = 0.245$; $p = 0.862$). This suggests that integrity dimensions explained only 6% of the variance in administrative performance. The absence of a significant predictive effect indicates that other variables such as managerial competence, organizational resources, or external regulatory frameworks may exert stronger influence on performance outcomes. Recent leadership research emphasizes that performance is often shaped by multifactorial determinants beyond ethical orientation alone (Hoch et al., 2018). Similarly, governance studies in sport organizations highlight that structural and contextual factors mediate the impact of ethical practices on performance indicators (Garmamo et al., 2024). Therefore, while integrity remains a foundational value, its direct statistical contribution to administrative performance in this context appears limited, warranting further multivariate investigation.

CONCLUSIONS

The current study concluded that the presidents of sports clubs participating in the Iraqi Premier League demonstrated organizational integrity through their commitment to ethical principles and their dedication to performing their administrative duties with complete transparency. Furthermore, they possessed strong communication skills and decision-making abilities, which contributed to improving the work environment and maintaining the reputation and standing of their clubs. In addition, the study results showed no statistically significant relationship

between organizational integrity and the administrative performance of the presidents of sports clubs in the Iraqi Premier League. Therefore, greater attention should be paid to administrative performance, and approaches aligned with developments in sports management should be adopted to ensure higher levels of performance.

RECOMMENDATIONS

Based on the findings of this study, it is essential to adopt the principle of institutional integrity as a fundamental operating system that fosters a culture of professional ethics. This will contribute to reducing administrative corruption and raising employee performance levels. Furthermore, all club members should be encouraged to adhere to applicable policies and regulations, with continuous monitoring of task execution according to planned procedures to achieve outstanding results.

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