



## Modeling The Causal Relationship Of Organizational Integrity in The Relationship Between Organizational Trust And Organizational Performance

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### Abstract

The main problem of the study lies in the importance of examining the reality of organizational integrity within the administrative departments of sports clubs and its impact on achieving indicators of organizational trust. This investigation is essential to enhance the societal standing of these clubs, improve their competitiveness, raise the quality of their outputs, and increase loyalty and belonging among their employees across various areas of activity, thereby contributing to a higher level of performance.

**Objective:** This study specifically aims to explore the interactive effect of organizational integrity on the relationship between trust and organizational performance among members of administrative bodies in Dhi Qar Governorate, and to assess the levels of the variables under study.

**Material and Methods:** The study consisted of purposeful sample of the administrative for football clubs in Dhi Qar Governorate. Questionnaires were administered to a sample of 133. The research was quantitative and the collected responses were analysed with logic relationship between organisational integrity, trust, and performance.

**Results:** It was found that the information collected showed a high level of organizational integrity among the respondents. Administrative body members revealed high awareness that clubs management apply organizational integrity guidelines. Additionally, the findings demonstrated that organization integrity is crucial in reinforcing the relationship between organizational trust and effectiveness within administrative units. Conclusion: Consistent with these results, the research suggests that sports club administrators sustain and reinforce adherence to the organizational integrity values, because of the significant role the value played in establishment of organizational trust and the achievement of quality outcomes as reported in their institutions..

**Keywords:** Healthy Fitness Program, Physical Fitness, Low Fitness Level, University students.

### Introduction

The development of sports has a barometer of national progress for the implementation of a new modern administration system of sport of sport activities and through the system did. As we are living in a world in which sports have become more than mere physical activity, they are now a cultural phenomenon which reflects development in its humanitarian, economic, political and social aspects. Such development can only be made under a good management, which involves the best use of human and material resources. This, in turn, ensures a) such resources to be

preserved, and the interests of all relevant stakeholders (players, coaches, administrators, and workers in sports organizations) taken into consideration. Thus, we need to establish a professional and scientific management system in order to better fulfil institutional functions and compete with other club administrations. Management has therefore transformed itself -in sports clubs- into one of the basic, essential and necessary supports to enable any sports project to succeed. This success can only be achieved when sports organs are created and restructured in a manner, which is commensurate with their management.

In this context, the idea of organizational integrity has captured the interest due to its significant impact on encouraging desirable individual behaviors and improving multiple pertinent organizational dimensions (e.g., trust, job commitment, identification and satisfaction with the organization). These dimensions have a measurable influence on employees performance and the extent of ownership that employees develop with their institutions, and promote involvement in pursuit of collective objectives. They also enhance citizenship behavior and develop institutional excellence. Sport entities are increasingly competitive and therefore, their active search for a sustained competitive advantage requires them to adopt good management that stems from ethical values and beliefs. These initiatives contribute to the development of organizational culture that encourages trust, responsibility and goal performance for the institution, amidst many challenges and changes, setting the institution apart from its counterparts fulfilling the same role. In this context, the significance of the current study stems from the fact that it examines the availability of the dimensions of organizational integrity among sports clubs in Dhi Qar Governorate and the extent to which organizational trust affects such relationship and its impact on the performance of the organization.

The problem is conceptualised around the understanding that in order for any organisation to ensure that it will be able to successfully accomplish its aims it must listen to its workers in terms of the problems they face and include them in the planning and integrative activities. This culture of involvement creates of a feeling of loyalty and ownership and increases employees' commitment to their personal and organisational goals. The research will therefore focus on analyzing the extent of organizational integrity of sports clubs and its contribution toward enhancing trust, improving public image, enhancing competitive advantage, improving product quality, as well as fostering employee loyalty and productivity. To more clearly define the problem at issue, the following investigation

1. What is the level of organizational integrity among club administrations in Dhi Qar Governorate?



2. What is the level of organizational trust in sports clubs in Dhi Qar Governorate?
3. What is the level of organizational performance among members of administrative bodies in Dhi Qar Governorate?

From these questions, the **objectives of the research** were formulated as follows:

1. To measure the level of organizational integrity in the departments of football clubs in Dhi Qar Governorate.
2. To determine the level of organizational trust in these sports clubs.
3. To measure the level of organizational performance among administrative members.
4. To assess the nature and strength of the relationship between organizational trust and organizational performance among administrative members.
5. To evaluate the nature and strength of the relationship between organizational integrity and organizational performance.
6. To determine the degree and impact of organizational trust on the performance of administrative members.
7. To examine the extent and influence of organizational integrity on organizational performance.
8. To explore the interactive effect of organizational integrity on the relationship between organizational trust and performance among administrative members.

As for the **research boundaries**, they were defined as follows:

1. **Human boundaries:** Members of the governing bodies of football clubs in Dhi Qar Governorate.
2. **Time boundaries:** The period of study spanned from April 13, 2023, to August 5, 2023, covering the methodological, theoretical, and applied components.
3. **Spatial boundaries:** The fieldwork was conducted at the headquarters of the football clubs located within Dhi Qar Governorate.

## Materials and Methods

### Study Participant

### Research Population and Sampling

The research population consisted of 153 members of the governing bodies of football clubs in the Dhi Qar Governorate. Using **purposive sampling**, the researcher distributed 133 questionnaires and retrieved 125 completed and valid responses, yielding a **94% response rate**. A subset of 20 members was excluded as they participated in an exploratory pilot test and were not part of the final analysis.

The sample was categorized as follows:

1. **Pilot Study Sample (Exploratory Testing):** 20 members (14.8% of the sample)



2. **Scale Construction Sample:** 83 members (54.2%)

3. **Final Application Sample:** 50 members (32.6%)

### Description of the Study Sample by Club

**Table 1.** Distribution of Sample Members by Club

club	Number of members	Percentage
Nasiriyah	14	% 9.1
The QAR	13	% 8.4
October	10	% 6.5
Euphrates	11	7.1%
Sheikhs market	12	7.8%
Panthers	8	5.2%
Jabayesh	10	% 6.5
Pathea	10	% 6.5
The graph	11	7.1%
Shatrah	12	100%
Confirm	11	7.1%
Victory	12	7.8%
Al-Rifai	9	5.8%
Sugar Castle	11	7.1%
<b>Total</b>	<b>153</b>	<b>100%</b>

### Study Organization

Choosing the appropriate approach to solve the research problem is a crucial step that determines the success of the study. This choice depends on the nature of the problem, the clarity of its aspects, and the availability of accurate information. Therefore, the researcher adopted a descriptive approach using the survey method and associative relational analysis, as it was deemed the most appropriate methodology to achieve the objectives of the research.

### Statistical Analysis

#### 2.3.1 Validity

Face validity was confirmed through expert review by 10 specialists in public administration, sports management, sports psychology, and education measurement. Construct validity was verified using:

1. Item discrimination (upper vs. lower group method)
2. Item-total correlation coefficients

**Table 2.** Expert Agreement on Scale Dimensions Using Chi-Square Test Objectivity

The scale	Dimensions	Number of phrases	Approving experts	Disapproving experts	chi-square calculated	Percentage of expert agreement
Organizational integrity	Organizational trust	5	9	1	8	90%
	Organizational optimism	4	7	3	4	70%
	Organizational empathy	4	10	0	10	100%
	Organizational integrity	4	8	2	6	80%
	Organizational justice	4	9	1	8	90%
	Organizational forgiveness	3	8	2	6	80%
	Total	24				
	Trusting coworkers	4	10	0	10	100%
	Organizational trust	4	9	1	8	90%
Organizational trust	Trust in the immediate superior	4	8	2	6	80%
	Trust in senior management	4	8	2	6	80%
	Total	12				
Organizational performance	Organizational efficiency	5	8	2	6	80%
	Organizational effectiveness	5	10	0	10	100%
	Job satisfaction	5	9	1	8	90%

## Reliability

Using the split-half method and corrected with the Spearman-Brown formula, the reliability coefficients were:

1. Organizational Integrity Scale: 0.735
2. Organizational Trust Scale: 0.739
3. Organizational Performance Scale: 0.751

Objectivity was ensured by:

1. Clear instructions for use
2. Unified scoring key for all items
3. Structured administration process

Skewness (Normal Distribution Test)

Skewness was calculated using SPSS and showed near-normal distributions:

1. Organizational Integrity: 0.190
2. Organizational Trust: 0.204
3. Organizational Performance: 0.189

**Table 3.** Mean and Standard Deviation of Scale Dimensions

Scale	Dimensions	arithmetic mean	standard deviation
Organizational integrity	Organizational trust	21.9	4.371
	Organizational optimism	18.7	3.98
	Organizational empathy	17.9	3.43
	Organizational integrity	18.6	4.035
	Organizational justice	18.2	3.62
	Organizational forgiveness	12.9	1.79
	Total	108.2	21.226
	Trusting coworkers	16.8	3.52
	Trust in the immediate	18.1	4.18
	superior		
Organizational trust	Trust in senior management	17.4	4.045
	Total	52.3	11.745
	Organizational efficiency	17.6	4.345
	Organizational effectiveness	18.2	4.022
	Job satisfaction	17.3	4.57
Organizational performance	Total	53.1	12.937

## Results

### Presentation and Analysis of the Organizational Integrity Scale

**Table 4.** Arithmetic Mean and Standard Deviation of the Organizational Integrity Scale

Scale	arithmetic mean	standard deviation	level
Organizational integrity	108.2	21.226	Good

**Table 5.** Distribution of Organizational Integrity Levels

Levels	Standard Grades	raw grades	number	Percentage
Very good	68-80	110-120	9	18%
Good	6756-	91-109	17	34%
Average	5544-	74-90	10	20%
Acceptable	4332-	50-73	8	16%
Weak	3120-	24-49	6	12%

### Presentation and Analysis of the Organizational Trust Scale

**Table 6.** Arithmetic Mean and Standard Deviation of the Organizational Trust Scale

Scale	arithmetic mean	standard deviation	Level
Organizational trust	52.3	11.745	Good

**Table 7.** Distribution of Organizational Trust Levels

Levels	Standard	Grades	raw	grades	number	Percentage
Very good	68-80		53-60		9	18%
Good	6756-		37-52		14	28%
Average	5544-		28-36		11	22%
Acceptable	4332-		19-27		9	18%
Weak	3120-		12-18		7	14%

**Presentation and Analysis of the Organizational Performance Scale****Table 8.** Arithmetic Mean and Standard Deviation of the Organizational Performance Scale

Scale	arithmetic mean	standard deviation	Level
Organizational performance	53.1	12.937	Good

**Table 9.** Distribution of Organizational Performance Levels

Levels	Standard	Grades	raw	grades	number	Percentage
Very good	68-80		63-75		8	16%
Good	6756-		49-62		16	32%
Average	5544-		35-84		11	22%
Acceptable	4332-		20-34		9	18%
Weak	3120-		15-19		6	12%

**Correlation Between Study Variables****Table 10.** Correlation Between Organizational Integrity and Organizational Performance

Variants	Correlation	relationship	Level of significance	Sample number
organizational integrity				
Organizational performance	0.521**		0.000	50

**Table 11.** Correlation Between Organizational Trust and Organizational Performance

Variants	Correlation	relationship	Level of significance	Sample number
Organizational trust				
Organizational performance	0.601**		0.000	50

**Direct Influence Relationships (Path Analysis)****Table 12.** Direct Influence of Organizational Integrity on Organizational Performance

SRMR	VIF	T value	P value	Impact size f <sup>2</sup>	S.R.W	Coefficient of determination R <sup>2</sup>
0.049	2	3.934	0.006	0.461		0.384 0.176

**Table 13.** Direct Influence of Organizational Trust on Organizational Performance

SRMR	VIF	T value	P value	Impact size f <sup>2</sup>	S.R.W	Coefficient of determination R <sup>2</sup>
0.054	2	4.712	0.000	0.654	0.617	0.392

## Interactive Effect of Organizational Integrity

**Table 14.** Interactive Effect of Organizational Integrity on the Relationship Between Trust and Organizational Performance

SRMR	VIFT	valueP	Impact size f <sup>2</sup>	S.R.W	Coefficient of determination R <sup>2</sup>
0.228	1	2.166	0.031	0.411	0.135 0.731

### Discussion

The results of the study indicate that **organizational integrity**, **organizational trust**, and **organizational performance** are all assessed at a **good level** by the members of the governing bodies of sports clubs in Dhi Qar. This reflects a healthy organizational culture and positive interpersonal relationships within the management of the clubs.

The high level of **integrity** is reflected in the application of noble values such as wisdom, loyalty, and tolerance. This strengthens the organizational culture, fosters job satisfaction, and encourages better performance, as defined by Ibrahim, who describes integrity as a “collective cultural process that supports ethical behavior within an organization.”

**Organizational trust** is also strong. The members have confidence in their colleagues and leadership. This trust is developed through consistent communication, fair policies, and professional development opportunities. In line with Chen et al.'s definition, trust is the belief in the quality and intentions of others, without the need for intensive supervision.

The high **organizational performance** is the result of efficient resource use, the application of the specialization principle, and effective management and control policies. This aligns with Ahmed and Fateha's definition of organizational performance, which links organizational activity with goals achieved through employees' tasks and roles.

The **correlation analysis** shows that both **integrity** and **trust** have a significant and positive relationship with **organizational performance**, with trust showing a stronger correlation. The **path analysis** also reveals that both have a direct and significant influence on performance, with organizational trust having a stronger impact, as indicated by the **R<sup>2</sup> = 0.392**.

The **interactive effect** between organizational integrity and organizational trust significantly strengthens their influence on organizational performance. With an **R<sup>2</sup> = 0.731**, it can be concluded that the interaction of these variables explains 73% of the variation in organizational performance. This suggests that organizations that simultaneously apply high integrity and build strong trust will be more effective in improving performance.

This emphasizes the importance of values such as **justice, rewards, professional development, and respect**, all of which contribute to increasing **job satisfaction**,



**loyalty, and organizational citizenship behavior.** These practices and upright behaviors in clubs, based on rules, policies, and leadership outputs, significantly influence members' commitment to the organization and improve their overall performance.

## Conclusion

Conclusions According to the study results, following conclusions can be drawn:

1. . High Level of Organizational Integrity: The respondents reported that the participants in the governing bodies of sports clubs in Dhi Qar perceive the high level of organizational integrity of their administrations. This is an illustration of the club itself carrying their moral code and righteous behaviors through time.
2. Impact of organizational integrity on performance: Organizational integrity has a positive function on the organisational performance of the personnel of the administrative committees. It has positive effect on their work outputs by encouraging ethical behavior, developing a fair work environment, and facilitating organizational culture. The findings indicate the importance of organisational integrity for performance in sport clubs.
3. Influence by organizational trust on Performance: The organizational trust also has a significant contribution in illustrating and revealing about the variations in organization's performance. The trust bond between members and leadership encourages cooperation, lowers resistance, and synchronizes personal ambitions with the organization's objectives, which later results in greater performance.
4. The Role of Organizational Integrity in the Relationship Between Trust and Performance: Organizational integrity also played a significant role in moderating the relationship between organizational trust and organizational performance. Integrity breeds trust among club members and club spirit and as such, will directly result in good performance.

## Recommendations

From the study findings, the following recommendations are made:

1. **Focus on Organizational Integrity:** One cannot dare to neglect the propagation and employment of organizational integrity in the management of sports clubs. This is because integrity serves as a base for ensuring the right actions using the positive behaviors it induces.

among its members, and establishing a system of lasting ethical and responsible corporate culture. Integrity facilitates a positive working environment and it is what club departments must work at and focus on in their process and operations.



2. **Highlighting the Influence of Integrity Behaviors:** Sports clubs should look at ways to encourage and reward behaviors associated with organizational integrity, as they are important for enhancing organizational trust. Quality is also influenced directly by the trust within the organization as a result of the demonstration of high levels of integrity by leaders and BV members - its people who lead the samples.
3. **Augmented Organisational Trust:** It is advisable to increase organisational trust in sports clubs through adaptive strategies in the governing body members. This might mean building robust relationships, facilitating positive communication, and designing atmospheres that encourage growth, on a personal and on a professional level. Through drawing the internal and external services to the expectations of the members of the club, trust among its members will be intensified and performance of the organization would enhance.

### Conflict of interest

Have no conflict of interest

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