

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

by Musamus Journal Of Physical Education And Sport (mjpes)

---

**Submission date:** 07-May-2025 12:19PM (UTC+0530)

**Submission ID:** 2668966568

**File name:** ready\_publish\_Jasim\_Saad\_Jasim\_new.pdf (1.05M)

**Word count:** 3777

**Character count:** 19694



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

<sup>1</sup>Jasim Saad Jasim \*

\*Corresponding Author: Jasim Saad Jasim, e-mail: [Jasimaljasim77@utq.edu.iq](mailto:Jasimaljasim77@utq.edu.iq)

<sup>1</sup>College of Physical Education and Sport Science, University of Thi-Qar, Thi-Qar, 64001.Iraq

### 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.

**Materials and Methods:** The research was conducted on a purposive sample composed of administrative members from football clubs in Dhi Qar Governorate. A total of 133 questionnaires were distributed to collect data. The study employed quantitative methods to analyze the responses and examine the relationship among organizational integrity, trust, and performance.

**Results:** The analysis of the collected data revealed that respondents demonstrated a high perception of organizational integrity. Members of the administrative bodies expressed strong awareness of the extent to which club administrations implement organizational integrity practices. Furthermore, the results highlighted the significant role that organizational integrity plays in strengthening the relationship between organizational trust and effectiveness within administrative teams.

**Conclusion:** Based on these findings, the study recommends that sports club administrations maintain and reinforce adherence to the principles of organizational integrity, given its substantial role in fostering organizational trust and supporting the achievement of quality outcomes in their institutions.

**Keywords:** Organizational Integrity, Organizational Trust, Organizational Performance.

### Introduction

Progress in the field of sports has become a benchmark reflecting the advancement of nations through their adoption of modern administrative practices in all sports-related activities. In today's world, sports are no longer just a physical activity, but a cultural phenomenon that encompasses progress across humanitarian, economic, political, and social dimensions. Such progress is only possible through sound management, which requires the efficient and effective utilization of both human and material resources. This, in turn, ensures

the preservation of these resources while protecting the interests of all stakeholders, including players, coaches, administrators, and workers in sports institutions. The establishment of a specialized and scientific management system is essential for performing institutional duties with excellence and maintaining competitiveness among club administrations. Thus, management has become a fundamental and indispensable pillar within sports clubs—serving as the backbone for any successful sports endeavor. Achieving this success necessitates the development and restructuring of sports entities in a way that strengthens their administrative functions.

Within this context, the concept of **organizational integrity** has emerged as a key factor due to its notable influence in shaping positive individual behavior and enhancing several important organizational aspects such as trust, job commitment, sense of belonging, and employee satisfaction. These factors significantly affect employees' performance and their sense of responsibility towards their institutions, while also encouraging active participation in achieving collective goals. Moreover, they reinforce citizenship behavior and promote institutional excellence. As sports institutions face increasing competition and pursue a sustainable competitive advantage, the adoption of effective management practices rooted in ethical values and beliefs becomes vital. These practices help cultivate an organizational culture that fosters trust, responsible behavior, and goal-oriented performance, distinguishing the institution from others with similar functions in an environment filled with challenges and change. In this regard, the **importance of the present research** lies in assessing the availability of organizational integrity dimensions within the sports clubs of Dhi Qar Governorate and analyzing its influence on the relationship between organizational trust and organizational performance.<sup>1</sup>

The **research problem** centers on the notion that, for an organization to achieve its objectives, it must listen to the challenges faced by its employees and involve them in planning and implementation processes. This participatory approach instills a sense of loyalty and ownership, reinforcing employees' dedication to both organizational and personal goals. The study thus focuses on examining the current state of organizational integrity in sports clubs and understanding its role in promoting trust, improving public perception, increasing competitiveness, enhancing product quality, and strengthening employee loyalty and efficiency. To define the nature of this problem more precisely, the following research questions were posed:

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 <sup>9</sup> 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

Scale	Dimension	Items	Approving Experts	Chi-square	Agreement %
Organizational Integrity	Organizational Trust	5	9	8	90%
	Organizational Optimism	4	7	4	70%
	Organizational Empathy	4	10	10	100%
	Organizational Integrity	4	8	6	80%
	Organizational Justice	4	9	8	90%
	Organizational Forgiveness	3	8	6	80%
Organizational Trust	Trust in Coworkers	4	10	10	100%
	Trust in Immediate Boss	4	9	8	90%
	Trust in Senior Management	4	8	6	80%
Organizational Performance	Organizational Efficiency	5	8	6	80%
	Organizational Effectiveness	5	10	10	100%
	Job Satisfaction	5	9	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

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

## Descriptive Statistics

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

Scale	Dimension	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
Organizational Trust	Trust in Coworkers	16.8	3.52
	Trust in Immediate Boss	18.1	4.18
	Trust in Senior Management	17.4	4.045
	Total	52.3	11.745
Organizational Performance	Organizational Efficiency	17.6	4.345
	Organizational Effectiveness	18.2	4.022
	Job Satisfaction	17.3	4.57
	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

Level	Standard Scores	Raw Scores	Number	Percentage
Very Good	80–68	120–110	9	18%
Good	67–56	109–91	17	34%
Average	55–44	90–74	10	20%
Acceptable	43–32	73–50	8	16%
Weak	31–20	49–24	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

Level	Standard Scores	Raw Scores	Number	Percentage
Very Good	80–68	60–53	9	18%
Good	67–56	52–37	14	28%
Average	55–44	36–28	11	22%
Acceptable	43–32	27–19	9	18%
Weak	31–20	18–12	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

Level	Standard Scores	Raw Scores	Number	Percentage
Very Good	80–68	75–63	8	16%
Good	67–56	62–49	16	32%
Average	55–44	48–35	11	22%
Acceptable	43–32	34–20	9	18%
Weak	31–20	19–15	6	12%

### Correlation Between Study Variables

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

Variable 1	Variable 2	Correlation (r)	Significance (p)	N
Organizational Integrity	Organizational Performance	0.521	0.000	50

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

Variable 1	Variable 2	Correlation (r)	Significance (p)	N
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	T-value	P-value	f <sup>2</sup>	S.R.W	R <sup>2</sup>
0.049	3.934	0.006	0.461	0.384	0.176

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

SRMR	T-value	P-value	f <sup>2</sup>	S.R.W	R <sup>2</sup>
0.054	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	T-value	P-value	F <sup>2</sup>	S.R.W	R <sup>2</sup>
0.228	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

Based on the findings of the study, the following conclusions can be drawn:

1. **High Level of Organizational Integrity:** The respondents indicated that the members of the governing bodies of sports clubs in Dhi Qar perceive a high level of organizational integrity within their respective administrations. This perception reflects the consistent application of ethical standards and upright behaviors by the club management.
2. **Contribution of Organizational Integrity to Performance:** Organizational integrity <sup>10</sup> plays a significant role in enhancing the organizational performance of the members of the administrative bodies. It positively influences their work outputs by promoting ethical practices, creating a constructive work environment, and fostering organizational culture. The results demonstrate that organizational integrity is crucial for achieving high performance in sports clubs.
3. **Impact of Organizational Trust on Performance:** Organizational trust also contributes to understanding and explaining the changes in organizational performance. The trust between members and leadership facilitates cooperation, reduces barriers, and aligns individual goals with the overall objectives of the organization, leading to improved performance.
4. **Role of Organizational Integrity in Strengthening the Relationship Between Trust and Performance:** Organizational integrity serves as a key factor in strengthening the relationship between organizational trust and organizational performance. By cultivating integrity, trust among members is enhanced, which in turn has a direct and positive effect on the overall performance of the club.

### Recommendations

Based on the conclusions drawn from the study, the following recommendations are proposed:

1. **Focus on Organizational Integrity:** It is crucial for the management of sports clubs to pay more attention to the promotion and application of organizational integrity. This is because integrity plays a foundational role in fostering positive behaviors

among members and creating a sustainable, ethical organizational culture. Club departments should prioritize integrity in their operations and decision-making processes to ensure a positive work environment.

2. **Emphasizing the Impact of Integrity Behaviors:** Sports clubs should focus on reinforcing behaviors related to organizational integrity, as these have a significant impact on strengthening organizational trust. When integrity is consistently demonstrated by leadership and members alike, it directly influences the trust within the organization, thereby contributing to higher performance quality and better overall outcomes.
3. **Enhancing Organizational Trust:** It is recommended to enhance organizational trust within sports clubs by developing adaptive strategies for members of the governing bodies. This includes fostering strong relationships, improving communication, and creating environments that are conducive to both personal and professional growth. By aligning the club's internal and external environments with the expectations of its members, trust will be strengthened, leading to better organizational performance.

#### Conflict of interest

Have no conflict of interest

#### References

Ahmed, D., Deif, & Sadouk, F. (2020). The role of career absorption in enhancing organizational performance: A comparative study between public and private banks. *Shuaa Journal for Economic Studies*, 4(2).

Ahmed, I. (2014). *Ethics in management* (1st ed.). Riyadh: Jarir Publishing and Distribution Library.

Abu Hamour, A. M. (2016). *The behavior of employees in organizations* (1st ed.). Amman: Wael Publishing and Distribution House.

Ahmed, M., & Fateha, M. (2019). Organizational performance and its impact on organizational success: The role of employee engagement. *International Journal of Business and Social Science*, 10(5), 105–115.

7 Chen, S. C., & Dhillon, G. S. (2002). Interpreting dimensions of consumer trust in e-commerce. *Information Technology and Management*, 3(1), 23–36. <https://doi.org/10.1023/A:1020547319052>

Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk taking and job

performance. *Journal of Applied Psychology*, 92(4), 909–927. <https://doi.org/10.1037/0021-9010.92.4.909>

Morgeson, F. P., & Humphrey, S. E. (2006). The work design questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91(6), 1321–1339. <https://doi.org/10.1037/0021-9010.91.6.1321>

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

ORIGINALITY REPORT



PRIMARY SOURCES

1	Stewart, Daniel T.. "Staff Organizational Socialization and Organizational Trust at Multisite Churches:", Grand Canyon University, 2020	3%
2	Alan Bryman, Duncan Cramer. "Quantitative Data Analysis with SPSS Release 10 for Windows - A Guide for Social Scientists", Routledge, 2019	2%
3	Feby Elra Perdima, Muhammad Kristiawan. "Nilai-nilai Karakter pada Permainan Tradisional Hadang di Sekolah Dasar", Jurnal Basicedu, 2021	2%
4	Kim, Boree Sophie. "Managing Someone 'Less Like You' from Afar: The Role of Virtual Communication Modality.", The Claremont Graduate University, 2024	1%
5	"Profesjon og ledelse i Den norske kirke", Cappelen Damm AS	1%
6	Journal of Islamic Marketing, Volume 3, Issue 2 (2012-08-06)	1%

1    Stewart, Daniel T.. "Staff Organizational Socialization and Organizational Trust at Multisite Churches:", Grand Canyon University, 2020    3%

2    Alan Bryman, Duncan Cramer. "Quantitative Data Analysis with SPSS Release 10 for Windows - A Guide for Social Scientists", Routledge, 2019    2%

3    Feby Elra Perdima, Muhammad Kristiawan. "Nilai-nilai Karakter pada Permainan Tradisional Hadang di Sekolah Dasar", Jurnal Basicedu, 2021    2%

4    Kim, Boree Sophie. "Managing Someone 'Less Like You' from Afar: The Role of Virtual Communication Modality.", The Claremont Graduate University, 2024    1%

5    "Profesjon og ledelse i Den norske kirke", Cappelen Damm AS    1%

6    Journal of Islamic Marketing, Volume 3, Issue 2 (2012-08-06)    1%

7 Dong Zhang, Joanna Strycharz, Sophie C. Boerman, Theo Araujo, Hilde Voorveld. "Google knows me too well! Coping with perceived surveillance in an algorithmic profiling context", Computers in Human Behavior, 2025 <1 %  
Publication

---

8 "Produktiv motivasjon i arbeidslivet", Cappelen Damm AS <1 %  
Publication

---

9 Göran Roos, Stephan Pike, Lisa Fernström. "Managing Intellectual Capital in Practice", Elsevier, 2007 <1 %  
Publication

---

10 Ronald E. Riggio, Sherylle J. Tan. "Leader Interpersonal and Influence Skills - The Soft Skills of Leadership", Routledge, 2013 <1 %  
Publication

---

11 Wright, Shamawn. "You Ain't My Daddy: The Effects of the BBNG Program on Developing the Institutional Trust and Academic Success of Black Males in Grades K-12", San Francisco State University, 2024 <1 %  
Publication

---

Exclude quotes      Off  
Exclude bibliography      Off

Exclude matches      Off