



Participatory leadership and its relation to job satisfaction among the employees of the State Football Leagues (field study of the State Football League in M'sila-algeria)

القيادة التشاركية وعلاقتها بالرضا الوظيفي لدى العاملين بالرابطة الولائية لكرة القدم
(دراسة ميدانية للرابطة الولائية لكرة القدم بولاية المسيلة-الجزائر)

Pr Zahaf Mohamed + Bouchaala Abdelkader

LCML. ISTAPS. University of m'sila,, 28000 Algeria

[E-mail :mohamed.zahaf@univ-msila.dz](mailto:mohamed.zahaf@univ-msila.dz)

تاريخ النشر: 2025/12/19

تاريخ القبول: 2025/12/16

تاريخ الاستلام: 2025/12/06

Abstract:

This study aims to identify the relationship between participatory leadership and job satisfaction among workers in the state football League in M'sila - Algeria. By highlighting the role of human relations in achieving job satisfaction, revealing the level of subordinates' participation in leadership tasks and delegation of authority and the extent to which they achieve job satisfaction for the Sports League. In order to adopt policies that enhance the positive aspects, raise the morale of workers, preserve their psychological health, develop their capabilities, develop their skills, and bring about changes in their behavior in order to improve their performance. To achieve this, the researcher used the descriptive approach for its suitability for this study, on a comprehensive survey sample of the Executive Office of the State Football League in M'sila, which consisted of 23 workers, the participatory leadership questionnaire and job satisfaction scale were applied to them.

It was concluded that participatory leadership has a relationship with job satisfaction among workers in the state football League in M'sila, and that good human relations work to satisfy the psychological needs of workers and stimulate their motivation to work, which contributes to creating an atmosphere of complete satisfaction among workers, and that the leader's participation in his subordinates in leadership tasks and delegation of authority It enhances confidence between the head of the League and the employees, gives them a sense of responsibility and raises their morale, which reflects positively on their job satisfaction.

In light of the results of the research, the researcher recommends conducting more studies and research in this field that would increase interest in developing the participatory leadership skills of the heads and officials of sports institutions.

Keywords: participatory leadership, job satisfaction, state Sports League

ملخص:

تهدف هذه الدراسة إلى التعرف على العلاقة الموجودة بين القيادة التشاركية و الرضا الوظيفي لدى العاملين بالرابطة الولائية لكرة القدم بالمسيلة-الجزائر، من خلال إبراز دور العلاقات الإنسانية في تحقيق الرضا الوظيفي، وكشف مستوى مشاركة الرؤوسين في المهام القيادية و تفويض السلطة ومدى تحقيقها للرضا الوظيفي للرابطة الرياضية . من أجل تبني سياسات من شأنها تعزز النواحي الايجابية، وترفع الروح المعنوية للعاملين وتحافظ على صحتهم النفسية وتنمية قدراتهم وتطوير ما لديهم من مهارات، وإحداث تغييرات في سلوكهم من اجل الارتقاء بأدائهم. ولتحقيق ذلك استخدم الباحث المنهج الوصفي لملائمته لهذه الدراسة، على عينة المسح الشامل للمكتب التنفيذي للرابطة الولائية لكرة القدم بالمسيلة وتتكون من 23 عامل، حيث طبق عليهم استبيان القيادة التشاركية و مقياس الرضا الوظيفي. وتوصل أن للقيادة التشاركية علاقة بالرضا الوظيفي لدى العاملين بالرابطة الولائية لكرة القدم بالمسيلة وان العلاقات الإنسانية الجيدة تعمل على إشباع الحاجات النفسية للعاملين و تثير دافعيتهم للعمل مما يساهم في خلق جو يسوده الرضا التام لدى العاملين، وان لمشاركة القائد لمؤوسيه في المهام القيادية و تفويض السلطة يعزز الثقة بين رئيس الرابطة و العاملين و يمنحهم الشعور بالمسؤولية ويرفع روحهم المعنوية مما ينعكس إيجابا على الرضا الوظيفي لديهم. وفي ضوء ما أسفرت عنه نتائج البحث يوصى الباحث بإجراء المزيد من الدراسات والبحوث في هذا المجال التي من شأنها زيادة الاهتمام بتطوير لتنمية مهارات القيادة التشاركية لدى رؤساء ومسؤولي المؤسسات الرياضية.

- الكلمات الأساسية: القيادة التشاركية ، الرضا الوظيفي ، الرابطة الرياضية الولائية.

1. Introduction

The human elements in any institution are considered the basic building block for carrying out its tasks, improving its performance and its role in society, and achieving its goals in general .Recently, leaders have begun to realize the importance of defining the leadership style used within sports institutions, which leads them to occupy positions at the top of the organizational hierarchy of their organizations and what it achieves in terms of employee satisfaction, as well as improving performance and contributing to improving the quality and safety of decisions (Al-Jabhan, 2010, p. 3).

The phenomenon of leadership is a problem of great importance in the life of the group, It is not possible for individuals to gather in a place and time to form a specific group, unless the presence of the leader is a prerequisite for organization the structure of this group in order to



achieve its common goals, and leadership is a phenomenon that we see in various fields, in life and In schools, in clubs and in factories, in all human relations there are leaders and there are followers and production, success and learning depend on the type and competence of leaders (Jawdah Al-Hadi, 2002, 140).

And according to the human approach, leadership is a cultural and human issue more than an administrative force, and the behavior that the individual performs directs the activity of his group towards a common goal, And the leadership is based on making the competence of individuals serve the sports groups, taking the initiative in presenting ideas and suggestions, activating and facilitating communication between the components of the society and the sports institution, and not being limited to the legal authority, and accordingly we will find within the sports institution types of leaders, Autocratic leadership, chaotic leadership, humane leadership and democratic leadership (Al-Mustafa Lakhsasi, 2000, p. 10).

The president of the institution, who exercises his leadership role, undoubtedly seeks to achieve the contents of humanity in order to direct the participatory work that aims to achieve the goals of the sports institution with the least effort and the shortest possible time, And work to develop the institution and escalate the effectiveness of its performance (Rufaida Hariri, 144, 2007).

Hence, the participatory style in the sports institution comes in contrast to the authoritarian styles in management.

This style of participatory management looks at the workers in the sports institution, by looking at their work, not only as executing operations that come from the upper levels in the administrative hierarchy in the sports institution, but as people who are able to assume responsibilities and participate in addressing problems and developing appropriate solutions for them. And contribute to the development of plans and programs if given the opportunity, and this provides a positive institutional climate that pushes towards stimulating the creative energies of workers (Hatem Dahlan, 2006, 133).

Participatory leadership is based on the main idea of influencing individuals within the sports organization to appreciate work matters and matters that concern them and affect their interests in a way that achieves a sense of responsibility for them and motivates them to



master work, cooperation and harmony, and this makes the task of the participatory leader easier and more effective at the same time. This and It is based on the relationship between the head of the organization and his subordinates under participatory leadership by participating in the leadership processes of decision-making, administrative communication, performance evaluation, and work to motivate them to reach the set goals (Qasim Al-Harbi, 2008, 131).

The job satisfaction of workers in sports institutions is the main concern that the administration targets in all its strategies, as it is the bridge through which the effectiveness and efficiency of the organization is achieved, It is also considered one of the topics that should remain a topic for research and study from time to time among leaders, for various reasons, What pleases the individual now may not satisfy him in the future, and what is not considered satisfactory today may be satisfactory in the future. It is also considered a catalyst for raising performance, When the worker is not satisfied with the work he is doing, he cannot perform it in the best way, even if he is subjected to penalties, And the opposite is true with the multiplicity of factors affecting job satisfaction in sports institutions

From this point of view, the researcher turns to this study to ask about the dimensions of the participatory leadership style in achieving job satisfaction among workers in the state football league in M'sila ?

To what extent can knowledge of this participatory leadership predict the success of job satisfaction in the good performance of employees?

In order to solve the problem, the researcher sees the importance of answering the following question :

- Does participatory leadership have a correlation with job satisfaction among workers in the state football league in M'sila?

Through the previous question, the following partial questions can be included:

- Does human relations have a relationship with job satisfaction among workers in the state football league of M'sila?

- Does the leader's participation of his subordinates in the leadership tasks have a relationship with job satisfaction among workers in the state football league of M'sila?

- Does delegation of authority have a relationship with job satisfaction among workers in the state football league of M'sila?



2. Methods

The descriptive approach was used, which is the appropriate approach for our study, as it depends on studying the phenomenon as it exists in reality and describing it accurately, with the intention of determining the nature and characteristics of some specific phenomena to analyze the relationships between the different variables, and trying to measure them in a quantitative manner aimed at drawing objective results and predictions (Zahaf Mohamed 2017, 64).

2.1. The study sample: In order to reach more accurate, objective and reality-matching results, we relied on sample using the comprehensive survey method, due to the small study population, which consisted of (23) workers in the state football league of M'sila. (Executive Office of the League 2017/2018).

2.3 The Study Tool:

The questionnaire was used to measure participatory leadership and the Minnesota scale to measure job satisfaction.

1- Participatory leadership questionnaire: The researcher built the questionnaire through theoretical readings and previous studies related to the subject of the study, And some measures, including the study of Abdulaziz Muhammad Askar (2012) and the study of Alaa Tewfik (2011), The questionnaire includes participatory leadership from (42) items, and it includes three axes according to the following order:

The first axis: human relations and includes phrases from 1 to 13.

The second axis: the participation of subordinates in leadership tasks, and includes phrases from 14 to 28.

The third axis: delegation of authority, which includes phrases from 29 to 42.

A The Likert five scale was used as shown in the following.

classification	Strongly Agree	I agree	I somewhat agree	not agree	Strongly Disagree
degrees	5	4	3	2	1

2- Job satisfaction measure: The researcher used the Minnesota Job Satisfaction Scale, which contains 50 items. This scale was designed at



the University of Minnesota, and was translated by Al-Adaili 1986, It has been used in different sectors for workers in the fields of industry and education to study job satisfaction and other fields, The last scale was developed on the basis of testing the item with the highest correlation in the long model with the total score of the sub-scale of that item ,The long form was used to express its contents on the overall job satisfaction and its relationship to the variables, and the Likert five scale was used as follows :

classification	Completely satisfying	satisfactory	Somewhat satisfactory	Unsatisfactory	Totally unsatisfactory
degrees	5	4	3	2	1

3. Discussion

The first axis: The results of human relations and job satisfaction in football league:

Table (01) shows the results of human relations and job satisfaction among workers in the state football league in M’sila

Results variables	Arithmetic average	standard deviation	the sample	correlation coefficient	significance level
Human relationships	2.31	0.6	23	0.67	0.01
Job Satisfaction	2.14	0.6			
Significant correlation at $\alpha = 0.01$					

Through the table, we notice that the Pearson correlation coefficient between the degrees of the study sample in human relations and job satisfaction is (0.67), which is a positive value, and statistically significant at the level of significance ($\alpha = 0.01$), and from it we conclude that there is a correlation between human relations And job satisfaction among workers in the state football league in M'sila, On the



other hand, the type of positive relationship obtained indicates that the greater the human relations, the greater the job satisfaction among workers in the state league, and vice versa Whenever human relations decrease, job satisfaction decreases, which indicates that workers have good human relations between them and the president (leader), which contributes and participates in creating a suitable atmosphere for work, which leads to an increase in their job satisfaction within the sports institution. Human relations are the core of administrative work, as they are considered part of the circle of interests in the affairs of individuals and groups, these results confirm the validity of the hypothesis that human relations are related to job satisfaction among workers in the state football league in M'sila.

These results are consistent with the results of the study of Maïrish Amal (2014) and Al-Rantisi (2015), who concluded that human relations in institutions, whether sports or economic, have a significant role in attracting individuals, as well as in creating a high level of satisfaction and love Work, and accordingly, human relations have a correlative relationship with job satisfaction, and this is all due to the policy of the head of the league and his style, which is based on good social relations with workers, and this was confirmed by Muhammad Abu Al-Kishk and others (2006, p. 39).

Understanding human relations means integration and cooperation between the leader and his subordinates in order to increase production while meeting their needs. , And that the establishment of this relationship works to spread the atmosphere of familiarity, friendliness and respect between the boss and the employees, where the leader works to preserve the dignity of the employees, understands their feelings and problems, and works to solve them, And meet their social, material and psychological needs, and thus achieve the desired goals.

The second axis: The results of the leader's participation of his subordinates in the leadership tasks and job satisfaction of the workers of the league.

Table (02) shows the results of the leader's participation of his subordinates in leadership tasks and job satisfaction among workers in the state football league in M'sila.



Results variables	Arithmetic average	standard deviation	the sample	correlation coefficient	significance level
leader's participation of his subordinates in leadership tasks	2.26	2.26	23	0.65	0.01
Job Satisfaction	2.14	2.14			
Significant correlation at $\alpha = 0.01$					

Through the table, we notice that the Pearson correlation coefficient between the degrees of the study sample in the leader's participation of his subordinates in leadership tasks and their degrees in job satisfaction reached (0.65), which is a positive value and statistically significant at the alpha significance level ($0.01 = \alpha$), and from it we conclude that The leader's participation in his subordinates in leadership tasks is relationship to job satisfaction among workers in the state football league in M'sila.

On the other hand, the type of positive relationship obtained indicates that the more the leader participates with his subordinates in the leadership tasks, the greater the job satisfaction among the workers in the sports institution, and vice versa The less the leader's participation of his subordinates in leadership tasks, the less job satisfaction among workers, This indicates a positive role for the participation of the president of the league with all members in decision-making, and the participation of workers in approving sports programs and projects and putting constructive proposals in creating interaction and effective participation, which leads to raising the level of job satisfaction, which is instilled in workers Love of work and motivation to work, which contributes to achieving the goals of the league, allowing them to feel reassured by ensuring its continuity.

These results came in the expected direction, confirming the validity of the hypothesis that assumed that the leader's participation in his subordinates in leadership tasks is relationship to job satisfaction among workers in the state football league in M'sila.

These results are consistent with the results of the study of Maïrish



Amal (2014), the study of Al-Sufiani (2012) and the study of Al-Rantisi (2015), who concluded that the leader's participation in his subordinates in leadership tasks and participation in decision-making is relationship to job satisfaction, as this participatory style is instilled in workers Love to work and increase productivity in all institutions, whether sports, economic or public.

Where many management men and administrative thought agree that it is necessary to involve subordinates and executive positions in making decisions that affect them or their work, in order to ensure clarity of vision and exchange of opinion before decisions are taken, as their involvement in decision-making guarantees their optional cooperation and commitment to implement them, it also achieves democratic.

The third axis: Results of delegation of authority and job satisfaction among workers in the state football league.

Table (03) shows the results of the delegation of authority and job satisfaction among workers in the state football league in M'sila.

Results variables	Arithmetic average	standard deviation	the sample	correlation coefficient	significance level
delegation of authority	2.89	0.38	23	0.66	0.01
Job Satisfaction	2.14	0.6			
Significant correlation at $\alpha = 0.01$					

Through the table, we notice that the Pearson correlation coefficient between the degrees of the study sample in delegation of authority and their degrees in job satisfaction is (0.66), which is a positive value and statistically significant at the alpha significance level ($0.01 = \alpha$), and from it we conclude that the delegation of authority has a relationship job satisfaction among workers in football league.



On the other hand, the type of positive relationship obtained indicates that the greater the delegation of authority, the greater the job satisfaction among workers in the sports institution, and vice versa the lower the delegation of authority, the lower the level of job satisfaction among employees, which indicates a positive role for the delegation of authority that works to instill a high level of satisfaction, and also contributes to the speedy completion of work, speed in decision-making and supervision of the workflow and workflow of committees . These results are consistent with the results of both the study of Maïrish Amal (2014) and the study of Al-Mahamadi (2015), where they concluded that the delegation of authority in all institutions, whether economic, sports or educational, contributes to the ease of doing business and achieving a high level of job satisfaction, All of them reflect the relationship between delegation of authority and job satisfaction, and this is what was indicated by (Al-Qaryouti, 2003, p. 259) . As the delegation of authority helps managers (the leader) to accomplish their tasks through others, which provides the time needed to perform strategic tasks related to planning and decision-making, Which increases confidence and helps build positive relationships between managers and subordinates, and on the other hand contributes to motivating subordinates to take initiatives and acquire skills to develop self-capabilities and enhance their self-confidence, The researcher believes that the delegation of authorities is one of the most important means for preparing future leaders at the various administrative levels, as they are trained to practice management work through training. These results confirm the validity of the third hypothesis, which states that the delegation of authority is related to job satisfaction among workers in the state football league in M'sila.

-Presentation of the results of the participatory leadership and job satisfaction among the workers of the State Football league:

After statistical treatment, the following results were obtained:

Table (04) shows the results of participatory leadership and job satisfaction among workers in the state football league in M'sila.



Results variables	Arithmetic average	standard deviation	the sample	correlation coefficient	significance level
participatory leadership	2.3	0.58	23	0.55	0.01
Job Satisfaction	2.14	0.6			
Significant correlation at $\alpha = 0.01$					

Through the table, we note that the Pearson correlation coefficient between the degrees of the study sample in participatory leadership and in job satisfaction is (0.55), which is a positive value, and statistically significant at the alpha significance level ($0.01 = \alpha$), and from it we conclude that there is a correlation between leadership Participatory and job satisfaction among workers in the state football league in M'sila.

On the other hand, the type of positive relationship obtained indicates that the higher the levels of participatory leadership, the higher the levels of job satisfaction among workers in the sports institution, and vice versa The lower the levels of participatory leadership, the lower the levels of job satisfaction among workers, This indicates a positive role for participatory leadership that works to instill a high level of job satisfaction, as it works to enhance and raise the level of employee performance and develop their skills, and also works to create a comfortable atmosphere for work and establish good relations with all members of the sports community, and create an atmosphere Organizational that encourages achievement and excellence, and works to reduce the burdens placed on the leader of the league, by increasing the area of delegation of authority and the participation of workers in leadership tasks, and changing the misconception they have of distrusting the leadership capabilities and capabilities of workers . These results are consistent with the results of both the study of Mairish Amal (2014) and the study of Al-Rantisi (2015), who concluded that the participatory leadership style has a role in achieving a high level of



job satisfaction, and it also works to enhance and encourage the organizational culture of workers, and that They work on creating impressions towards the sports environment, and contribute to satisfying the needs of appreciation and respect (Muhammad Abu Al-Kishk (2006, pg. 97, 99) and Ghariba (2008, pg. 93).

As Participatory leadership has several foundations, including the establishment of human relations between the leader and his subordinates, participation in leadership tasks, and delegation of authorities. The process of delegation of authority also provides many advantages by revealing the latent talents and capabilities of workers. These results are in line with and confirm the validity of the general hypothesis, which states that participatory leadership has a relationship with job satisfaction among workers in the state football league in M'sila.

Conclusions

Based on the results of this study, it is possible to refer to the scientific and practical benefit that we can derive from this study, as we concluded that participatory leadership has a positive correlation with job satisfaction in the state football league in M'sila, as the state association is only a sports institution whose goal is to serve sports activity Football is competitive or recreational, , and this is only possible by providing a favorable atmosphere for work in which satisfaction prevails. Which among its causes include participation in decision-making, human relations, and delegation of authority, which allows providing services that are in line with developments and keeping pace with the era of professionalism.

Participatory leadership is one of the modern trends in leadership, as it depends on the skills of the leader, It is the focus of the administrative process and contributes through this trend to motivating and raising the morale of workers through this pattern Which contributes to raising the level of job satisfaction among employees.

And good human relations are the first factor to achieve a high level of job satisfaction among workers in the State Football league, as it works to satisfy the psychological needs of workers and raises their motivation to work and raises their morale, which contributes to creating an atmosphere of complete satisfaction among workers, The



head of the league also plays a major role in influencing the behavior of the workers, as they work as one part to achieve the objectives of the league, which contributes to raising the level of satisfaction among the workers in the state league. The delegation of authority and the participation of subordinates in leadership tasks has a great role in enhancing confidence between the head of the league and the employees, as it gives them a sense of responsibility, and contributes to raising their morale, which is positively reflected in their level of satisfaction.

We can also say that participatory leadership is one of the patterns that is concerned with the development of workers and considers them partners in success, as it is a fertile environment for the growth of future leaders of young workers, and this pattern also contributes to creating a climate of satisfaction within the organization, and thus achieving the desired goal.

References

- 1- Louis Maalouf (2001) , Al-Munajjid Dictionary in the Arabic Language, 41st edition, Oriental library, Library, Lebanon.
- 2- Abu Al-Hussein Ahmed bin Fares bin Zakaria (1991) , Dictionary of Language Standards, Volume Three, Dar Al- Jabal, Beirut.
- 3- Muhammad Said Sultan (2004), human behavior in organizations, New University Publishing House, Alexandria.
- 4- Nasser Muhammad Al-Adaili (1995) , Human and Organizational Behavior from a Comparative Holistic Perspective, Institute of Public Administration, Saudi Arabia.
- 5- Muhammad Qassem Al-Qaryouti (2009) , Organizational Behavior (Studying Individual and Collective Human Behavior), 5th edition, Dar Wael, Amman, Jordan.
- 6- Gharbia, Ramadan Fahim (2008), Strategic Leadership, An Islamic Comparative Introduction, Al-Shaqri Library, Riyadh.
- 7- Al-Mustafa Al-Khasasi (2000), The reality of school administration in Morocco between educational training and administrative organization, "a study of educational leaders in secondary education institutions", 1st edition, New Najah Press.
- 8- Gouda Ezzat Abdel-Hadi (2002) , Educational supervision, its concepts and methods, "A guide to improving teaching", 1st edition, International Scientific Dar, Jordan.
- 9- Rafidah, Omar Al-Hariri (2007): Strategic Planning in the School System,



- 1st Edition, Dar Al-Fikr for Publishing and Distribution, Amman, Jordan.
- 10- Qasim bin Ael Al-Harbi (2008): Modern Educational Leadership, Janadriyah Publishing, Jordan.
- 11- Muhammad Naif Abu Al-Kishk (2006) , Contemporary School Administration, 1st edition, Dar Jarir for Publishing and Distribution, Amman.
- 12- Hana Mahmud Al-Qaisi (2010) , Educational administration “principles - theories - modern trends”, Dar Al-Manahij for publication and distribution, Amman, Jordan.
- 13- Hatem Dahlan (2006) , participatory planning in school administration (concept, justifications, benefits, obstacles), Educational Visions Journal, Twenty-first Issue, Qattan Center for Educational Research and Development, Gaza, Palestine.
- 14- Zahaf Mohamed(2017) The reflection physical education and sports on configuration self- physical in adolescents , International Journal of Fitness, Health, Physical Education & Iron Games Volume: 4, No: 2, July 2017- Dec 2017.
- 15- Nasser Muhammad Al-Ajmi (2010) , The degree of application of participatory leadership by principals of secondary and primary schools in the thesis, Department of Educational Administration and Leadership, Faculty of Educational Sciences, Middle East University, Jordan.
- 16- Nabil Ahmed Al-Arabeed (2010) ,The role of participatory leadership in the directorates of education in solving the problems of secondary school principals in the governorates of Gaza,” an unpublished master’s thesis, Department of Fundamentals of Education, Faculty of Education, Al-Azhar University, Gaza, Palestine.
- 17- Askar Abdel Aziz (2012) , Participatory leadership and its relationship to the organizational culture of the principals of public schools in the governorates of Gaza from the point of view of teachers, an unpublished master's thesis, Al-Azhar University, Gaza.
- 18- Al-Rantisi (2015) , The degree of practicing participatory leadership by secondary school principals in Gaza governorates and its relationship to the degree of their human relations, Unpublished master's study, University of Gaza, Palestine.
- 19- Al-Mahamadi (2015) , The degree of practice of participatory leadership by directors of education offices in Makah Al-Mukarramah and its relationship to morale from the supervisors’ point of view, Unpublished master’s study, University of Makah, Saudi Arabia .
- 20- Al-Sufiani (2012),The degree of teachers’ participation in decision-making from the teachers’ point of view in Taif Governorate, Unpublished master’s study, Taif University, Saudi Arabia.



21- Mairish Amal (2015),The role of the democratic leadership style in achieving job satisfaction among workers in the Directorate of Youth and Sports, Unpublished master’s study, M’sila University, Algeria.

Appendices:

Appendix No. 1: Participatory Leadership Questionnaire

axis	No	phraseology	Strongly Agree	I agree	I some what agree	not agree	Strongly Disagree
Human relationships	01	The president of the league contributes to providing an atmosphere for human relations.					
	02	The president of the league contributes to providing an atmosphere of understanding and participation					
	03	The president of the league works to provide the employees with a sense of satisfaction with the work environment					
	04	The president of the league is keen on social communication with workers in their special events					
	05	The head of the league understands the problems of workers and works to solve them.					
	06	The president of the league contributes to providing an atmosphere of cohesion and interdependence between the workers					
	07	The president of the league makes every effort to increase the workers ' sense of themselves					
	08	The president of the league instills in the workers the values of pride and honor					
	09	The president of the league supports the opinions and orientations of the workers when conducting a discussion of the various positions in the sports environment.					
	10	The president of the league contributes to developing positive attitudes among workers.					
	11	The administrative contacts between the president of the league and the workers are flexible					



	12	The work problems between the boss and the workers are addressed with clarity and frankness					
	13	The president of the league has the distinction of holding meetings outside the league to address the problems facing the workers.					
Participation of subordinates in leadership tasks	14	The president of the league involves workers in the planning process for administrative reform.					
	15	The president of the league is keen on the participation of all members of the authority in decision-making.					
	16	The president of the league employs the capabilities of creative workers in the service of the administrative process.					
	17	The president of the league holds training courses for workers on how to make and take decisions.					
	18	The president of the league distributes administrative tasks according to the capabilities of the workers.					
	19	The head of the league helps in developing the method of dealing with each other by working in a team spirit.					
	20	The president of the league involves workers in approving sports programs and projects to develop talents and creative sports abilities.					
	21	The president of the league involves the workers in determining the training needs for professional development.					
	22	The president of the league involves workers in drawing constructive proposals to take advantage of the league's financial capabilities.					
	23	The president of the league involves the workers in forming committees to develop the local community's relations with the league.					
	24	The president of the league involves workers in developing the objectives of the league					
	25	The president of the league involves the workers in setting the agenda for the meetings before they are held.					



	26	The head of the league involves the workers in distributing tasks					
	27	The president of the league cooperates with workers in building treatment plans for cases of violence.					
	28	The president of the league directs the workers in running the tournaments and distributing their schedules to them					
Delegation of authority	29	Delegating the authority of the president of the league helps in the speedy completion of administrative work					
	30	The president of the league authorizes his assistants to take decisions in his absence					
	31	The president of the league assigns one of the workers to distribute programs at the beginning of the sports season					
	32	The president of the league authorizes one of the workers to prepare the agenda and distribute it to the workers					
	33	The president of the league assigns one of the workers to supervise the workflow and review the work of the committees					
	34	The president of the league authorizes one of the workers to follow up the attendance and absence record					
	35	The president of the league authorizes one of the workers to manage the financial committee.					
	36	The president of the league authorizes the workers in communication and coordination between the leagues to conduct seminars and sports activities.					
	37	The president of the league authorizes one of the workers to purchase the necessary means and equipment for the league					
	38	The president of the league instructs one of the workers to review the programs of the league.					
	39	The president of the league assigns one of the workers to follow up the safety of the buildings and assess the maintenance issues					
	40	The president of the league authorizes one of the workers to follow up the work of the					



	league committee					
41	The president of the league authorizes one of the workers to follow up the work with the local community					
42	The president of the league authorizes one of the workers to meet with the heads of the teams and answer their questions and inquiries.					

Appendix No.2: Minnesota Scale of Job Satisfaction

No	phraseology	Completely satisfying	satisfactory	Somewhat satisfactory	Unsatisfactory	Totally unsatisfactory
01	The time the work allows you to provide satisfactory work					
02	The amount of effort required for job work					
03	What the job provides you with opportunities for innovation and renewal					
04	The nature of the work you do					
05	How easy it is to perform the tasks of the job					
06	Suitability of work to your personal capabilities					
07	The capabilities available to you to accomplish your work tasks					
08	Your sense of self-worth through work accomplishments.					
09	The opportunities that the job offers you to be responsible for planning your work.					
10	What the job provides you with opportunities to get your work done in the style you choose					
11	What the job includes in terms of responsibility at work					



12	Supervision responsibility available to you on the work of others					
13	Opportunities available to you to develop your skills at work					
14	Training opportunities available to you during service					
15	Promotion opportunities available in your job through training or in-service education.					
16	Opportunities for morale promotion available to you in your job through training or in-service education					
17	Equal opportunity for promotion in your employment through training or in-service education					
18	The opportunities available to you to test your ideas and principles at work					
19	The opportunities available to you to participate in planning and decision-making at work					
20	The opportunities available to you to test your ideas and principles at work					
21	How clear the procedures and business goals are to you					
22	Instruction management style from your superiors					
23	Work systems applicable to workers					
24	The extent of the readiness of your superiors to understand without relying on official authority and issuing orders					
25	The method followed by the president in solving work					



	problems					
26	The powers given to you at work					
27	The method used in evaluating your job performance					
28	The extent of the administrative supervisor's cooperation in solving problems that you encounter at work					
29	Working conditions and its physical environment (building, lighting, air conditioning...)					
30	Availability of assistive devices for the administrative process and the possibility of their use					
31	What the job provides you with insurance for the future					
32	What your job allows you to feel reassured to ensure its continuity					
33	The reaction you get from your bosses when you do a good job					
34	The reaction you get from the competent supervisor when you are good at work					
35	The appreciation that you find by your superiors at work					
36	The appreciation you find by the competent supervisor at work					
37	Appreciation of your colleagues for the effort you make to achieve quality work					
38	Attributing the effort (physical-mental) you put into work and its output to you and not					



	attributing it to anyone else					
39	Adequate salary you receive					
40	Your salary you receive is commensurate with your experience and your academic qualifications					
41	Your salary you receive is commensurate with the work you do					
42	The reputation and pride that your family gets of the work you do					
43	The job offers you opportunities to gain the appreciation of others					
44	Society's view of your profession					
45	What the job allows you to get acquainted with prominent personalities and make friends					
46	The relationship between you and your boss					
47	The relationship between you and your subordinates					
48	The relationship between group members					
49	The extent to which group members enjoy a social spirit and do not tend to isolate					
50	The degree of assistance provided to you by your co-workers when needed					